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## August 1997

Inland Empire Business Journal

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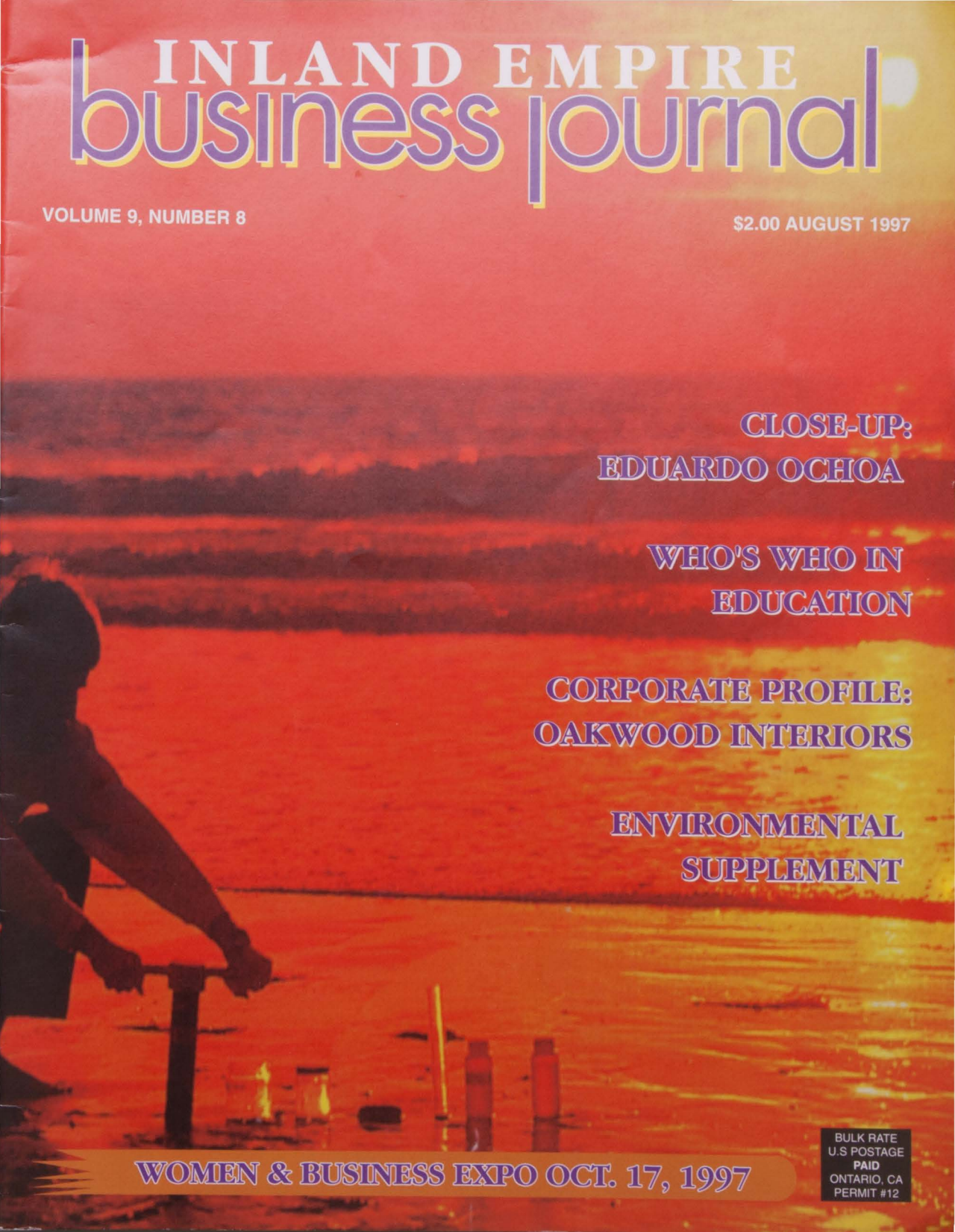
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A person in silhouette is using a water sampling pump on a lake at sunset. The background is a warm, orange-red sky over a body of water with distant hills.

# INLAND EMPIRE business journal

VOLUME 9, NUMBER 8

\$2.00 AUGUST 1997

**CLOSE-UP:  
EDUARDO OCHOA**

**WHO'S WHO IN  
EDUCATION**

**CORPORATE PROFILE:  
OAKWOOD INTERIORS**

**ENVIRONMENTAL  
SUPPLEMENT**

**WOMEN & BUSINESS EXPO OCT. 17, 1997**

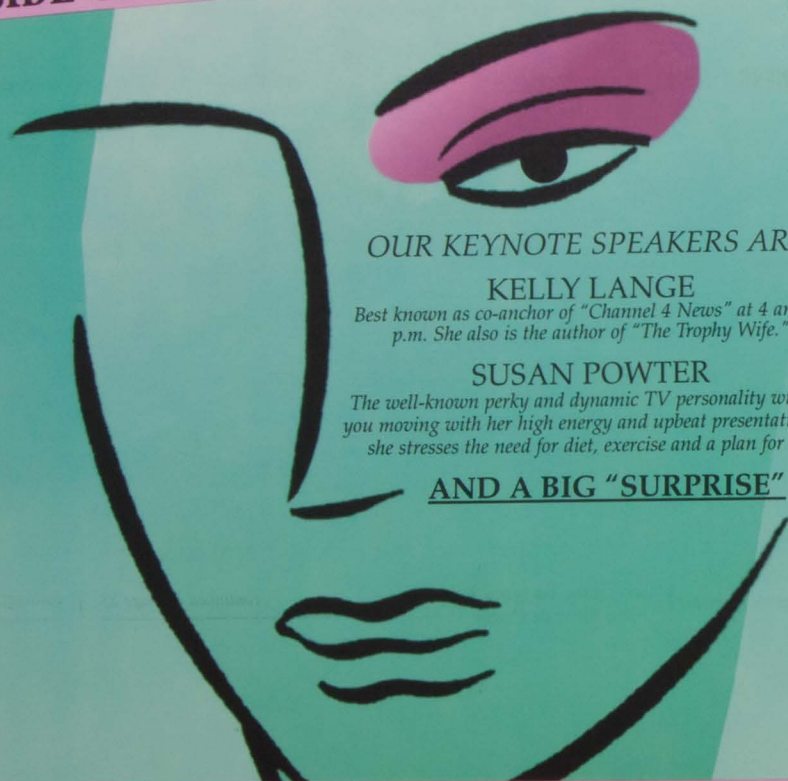
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# INLAND EMPIRE business journal

PRESENTS

## WOMEN & BUSINESS EXPO RIVERSIDE CONVENTION CENTER OCTOBER 17th



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# INLAND EMPIRE business journal

VOLUME 9, NUMBER 8

AUGUST 1997

## SPECIAL SECTION

ENVIRONMENTAL ISSUES 19

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## AT DEADLINE

### Residents Are Warned to Use Pesticides With Care

Water fleas are in danger of losing their lives if residents in the Chino Hills area aren't careful.

Toxic levels of household insecticides were found in the waste water at two water-treatment plants near Chino and Chino Hills. Although not considered a health threat, it could threaten the ecosystems of the Cucamonga and Chino creeks north of Prado Dam, near Chino, according to Mark Adelson, chief of surveillance and enforcement for the California Regional Water Quality Control Board in Riverside.

The water in question provides waste-water services for Fontana, Rancho Cucamonga, Ontario, Montclair, Upland, Chino and Chino Hills.

### Transportation Bill Amendment Is Good News for Rialto Station

Rialto's Metrolink station will get a good chunk of change as a result of an amendment to a bill recently passed by the U.S. Senate.

Approximately \$2.2 million could pay for a park-and-ride lot and pedestrian corridor linking the station south of Rialto Avenue to downtown.

This financial support would more than double the amount Rialto has raised to build the \$1 million structure scheduled for completion by Oct. 15.

continued on Page 5



Mathew Padilla/The Journal

Why are they smiling? Perhaps they (from left to right: Richard Lee, Scott Ward, Amelia Frogheart, Sharon Slage and Bo Wintrow) just loving putting together KFRG's early morning show. (Story pg. 34) For more on this story and other features that can help your business advertise on the radio, see the special radio supplement, beginning on page 29.

## Supervisor Objects to L.A.'s Trash

by Mathew Padilla

"This land is your land." That's how the song goes, but when it comes to trash, Riverside County Supervisor John Tavaglione would like Los Angeles to keep its trash on its own land.

Tavaglione said he doesn't necessarily mind if L.A.'s trash is taken by train and dumped at the proposed Eagle Mountain Landfill. What he doesn't want is for the trash to be hauled by trucks over Riverside freeways to the El Sobrante Landfill, which may be expanded to host 60 million tons of waste from outside the county.

His objections are simple: More trucks will mean more traffic and more air pollution.

"We ought to determine if we want to be the refuse depository for other counties," Tavaglione said. "I'm not sure that we do."

But if the El Sobrante expan-

sion is not approved, the alternative could cost the county as much as \$130 million, according to Robert

continued on Page 23

## Eagle Decision Delayed Again

by Judianne Triglia

Kaiser Ventures Inc. and Mine Reclamation Corp. (MRC) are ready to have a decision on their proposed Eagle Mountain Landfill, but the board of supervisors may not be.

With an August date set for a vote, company officials are hoping that the project's fate, after almost 10 years of discussion, will finally be decided.

"We've learned not to predict, but we are optimistic if the

continued on Page 57

See Page 10

CLOSE-UP



Eduardo Ochoa

\$2.00

## Harris' Sought a Savior

by Rebecca Jo James

Shoppers around the Inland Empire have long-time frequented their much-coveted Harris' Co. department store — the store that boasted the motto, "Harris' has it."

But now it appears that Harris' has had it.

"They have been having problems for a while, this didn't just happen," said Joe Levy, Gottschalks president and CEO. "They were looking for someone to merge with and they came to us. It's a natural progression because we want to grow, too."

Negotiations for a merger between Fresno-based Gottschalks Inc. and Harris' began last month — upsetting the residents and the apple cart for the city of San Bernardino and Moreno Valley.

Levy said Harris' downtown San Bernardino and Moreno Valley stores are among the worst performing, although there are no current plans to close those stores.

"First we are looking at putting the strategic alliance together and looking at the viable pieces of it," Levy said. "All stores will stay open and we will analyze what makes sense for the merged group."

Levy said Gottschalks plans to save the 1,400 jobs provided by Harris' nine-store chain.

"We plan to step the sales up and I think that will mean the stores will need more employees," he said. "We'll work with their existing benefit plan. They'll get the best of both worlds and will be well taken care of."

Harris' financial statements posted a loss of nearly \$27.9 mil-

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## ABOUT THE COVER

Water is life. But that hasn't stopped industry from polluting it. Lockheed Martin Corp. has developed four proposals to prevent a body of solvent from ruining more local municipal wells. But water officials have said Riverside wells are likely to get at least some exposure to the pollutant. Lockheed said it will further analyze the proposals, submitted in July to the Santa Ana Regional Water Quality Control Board. First discovered in water wells near the former Lockheed site in 1980, by 1985 the solvent had polluted much of Redlands' water supply. And Lockheed is only one of many U.S. corporations that have recently come to light as bad for America's water. On the cover, a test of ocean water off of a Santa Monica beach. The story of Pacific Ocean pollution is too long to delve into here. For more on the latest environmental trends, see the special environmental supplement beginning on page 19.

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## At deadline ...

continued from Page 3

## Chlorine Spill Violates State Law

What has been considered "an internal matter" by Pomona City Council members, has actually become an issue for the Los Angeles County District Attorney's Office.

More than 3,000 gallons of a chlorine solution poured through a crack in a measuring gage that ultimately spilled into a concrete containment block. The chlorine and water mixture sat stagnant for three days before water department employees tried to drain it.

But instead of eliminating the problem, the workers accidentally created a gaseous cloud that affected two workers in a commercial garage next door. The workers complained of burning in the lungs and eyes, and they had trouble breath-

ing.

The California Health and Safety Code requires that a spill be reported to emergency workers within 24 hours. In this case, a week went by before the spill was made public.

Determination of who is at fault and what penalties will be inflicted is being determined by the district attorney's office.

## Harris' Sought ...

continued from Page 3

lion during the past five years. Since 1993, sales have plummeted from a high of \$113.9 million to \$93 million last year.

"Our first concern is to make (Harris') profitable," Levy said. "The way they are throwing off red ink, there are 1,400 jobs that wouldn't be there" if Harris' continues to lose money.

Recently, Gottschalks signed a letter of intent to acquire Harris' for a 22.5 percent stake in the company. The total value of the deal is \$38.1 million. Levy said he expects the due diligence portion of the negotiations to be completed by August 31, with the merger to be completed by the end of October.

Levy said he believes Gottschalks strengths can result in better sales performance for Harris'. Gottschalks home stores provide more than twice the percentage generated by sales in similar departments in Harris'.

But Gottschalks officials are still examining Harris' operations before committing to the purchase.

"We're making good progress analyzing the business to make sure the assets and liabilities are as it is presented," Levy said. "We're very pleased so far."

## Pacer Captures Home Depot Business

Pacer Technology, owner of branded consumer products such as Super Glue, announced that The Home Depot has selected Pacer as its exclusive vendor for carded adhesives.

As a result, Pacer expects to generate a substantial increase in revenues over the next three years.

The Home Depot currently has 542 stores and an aggressive growth strategy to expand to 1,000 stores by the year 2000. In head-to-head competition, Pacer won the right to supply all of the carded adhesives to the 500 expansion stores as well as to 115 of the existing stores.

Pacer President and CEO James T.

Munn said, "Pacer was chosen by The Home Depot because we have the No. 1 branded product and provide consistent superior quality. Driving their decision was also our proven track record for on-time delivery and our ability to provide in-store service."

Pacer Technology is a manufacturer and worldwide marketer of advanced-technology adhesives, sealants and related products for a variety of consumer and industrial applications. It is the provider of Super Glue, Pro Seal, Zap and other well known branded products.

Report taken from The Business Wire.

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## EDITORIAL

## The Media Fuels Racial Hypocrisy

The Media—of which The Journal is a small but hopefully better part—makes it seem like everyone in this country is enraged about something or someone. Complaints are hurled at seemingly every government institution, private company, celebrity, politician and whoever or whatever else comes to mind.

Take a recent example. As a joke, and a pretty poor one, a Riverside math teacher handed out an exam with questions that asked about the math involved in the amount of shots that can be fired in a drive-by shooting, selling cocaine, how long a spray paint can will last for a tagger and how many children a woman needs to claim so that her welfare checks can keep up with her expenses.

The daily papers wasted no time reporting the shocked reactions of parents of Norte Vista students. Parents, or more accurately activists who successfully mingled their voices with local parents, have called for the head of the teacher who passed out the exam.

"We want him fired!" said Louise Palomarez of the activist group Mexican Political Association. "We don't want no damn apology."

Activists call the test the one word that carries the most weight these days: Racist. People say it, and we report it.

But wait. It wasn't that long ago that some people were complaining and The Press was reporting that too many school tests, especially IQ exams, were too deeply rooted in the lifestyles of middle class suburbanites. Activists were demanding that the experiences of low income, inner-city youth be reflected in the school curriculum.

And it was just a few months ago when the *Ebony*'s issue claimed that young people needed to be spoken to in the language of their streets.

The question is this: Do people want the school system to be squeaky clean and non-ethnic specific or not? With outcries against the "racist" math test, activists seem to be saying, 'Don't be all snobby and middle class, but do not reflect the ghetto, either.'

Their actions are a flashback to people who protested the characterization of pimps and drug dealers on TV and then complained that Bill Cosby's TV show was unrealistic because he played a doctor and his wife was a lawyer and they lived in an upscale part of town. They called the Cosby actors sell-outs, African-Americans playing whites.

So whose reality is the real reality? Are activists really protesting both sides of the coin, or does The Media just seem to be able to find somebody to say the worst about any situation?

Perhaps to clarify the issue in the math test case, the Alford Unified School District should establish a curriculum that reflects Asian values for Asian students and Native American values for Native Americans and Hispanic values for Hispanics. Then, of course, the board would have to make sure that each of these racially specific classes are properly balanced so that no one group is getting a better education than another. And then we would call it separate but equal and the Supreme Court would tell us that we had to knock it off.

The hypocrisy must end. But can it, if we, as The Press, can't stop feeding it?

AUGUST 1997

## COMMENTARY

## San Bernardino's Courthouse a Last Stand

by Bill Lemann and Neil Shouse

San Bernardino—in particular, downtown San Bernardino—is a place at risk. Once the thriving hub of the Inland Valley, it stands now, like Camden, Newark, Rustbelt, Detroit and so many capsize urban centers, to become a boarded-up, middle-class abandoned and economically degenerated repository for the region's underclass.

While the city's descent has been a long and gradual process, the final chapter in its demise may now be in the writing process: The decision to rebuild or not to rebuild a central downtown courthouse in the county seat.

Since the county's inception 148 years ago, downtown San Bernardino has served as its "county seat," the central location for government and judicial infrastructures. Today, however, we see this central location dissipating as judicial service providers, one by one, abandon the county seat for strip commercial centers, like Hospitality Lane (where tax assessor and tax collector have moved and removed buildings from the tax rolls), peripheral suburbs, edge cities and neighboring counties.

Amidst the Inland Empire's vicious and shortsighted local competition to attract and retain courthouses, downtown San Bernardino's tradition (and future) as the capital of the region's judicial infrastructure is being siphoned off, auctioned away, looted and exploited. The center of judicial gravity is shifting to Riverside and the West End.

Riverside, for example, is in the process of completing a multi-million-dollar renovation of its central courthouse, a complex now so elegant and stately that it has become a popular site for movie shoots. Riverside also recently became the new home to the federal bankruptcy court (it formerly resided in the now vacant structure at 7th and Arrowhead in San Bernardino), will become the home to the Fourth District Court of Appeals (it currently resides in the structure at 5th and Arrowhead in San Bernardino), a new family law court building that is being constructed with the help of private developers, and a new United States District Court department where the first Inland Empire-based federal judge

for the new court can be found. Indeed, Riverside is becoming such a judicial boomtown that there is talk of building a new law school at the University of California, Riverside.

Now, with San Bernardino reeling from the recent losses of its bankruptcy and appellate courts, Ontario is poised to move in for the knockout punch. As the cash-strapped county perplexes at the problem of downtown San Bernardino's structurally deteriorating and seismically unsound central courthouse, Ontario is offering to subsidize a 10-room civil complex worth around \$12 million. Yet, Ontario fails to address the efficiencies of yet more satellite courtrooms and the tens of millions of dollars it would cost to fund such a facility over its life. Despite the inherent inefficiencies in yet another courthouse in the county, such a complex would only be a few miles from the beautiful new law and justice center already over-built and over-financed in Rancho Cucamonga.

Beyond the rational reasons for not building another West End courthouse delivered in the form of a Trojan horse, the practicality is that yet another complex in the West End would almost certainly attract the most sophisticated cases and would expand to become, along with the law and justice center in Rancho, the major county judicial center. Such a substantial relocation of judicial business, especially if it were combined with a fizzling commitment to the downtown courthouse, we think, would spell the beginning of the end of San Bernardino's great tradition as the judicial hub of the county and, moreover, as the county seat. Advocates of the sustainable San Bernardino and of a strong and efficient county seat and county government must now rally to see that does not happen.

Why is it so crucial that we invest in the rebuilding of our central courthouse? Courthouses are the nuclei of the downtown professional service sectors that nourish an economy, that provide a stabilizing middle-class presence downtown and that fuel the dynamics of the civic spirit. With large and bustling courthouses come a panoply of support services and spin-off enterprises. Law firms, accounting firms, con-

continued on Page 54

AUGUST 1997

PRO  
Earthquake Crisis Solved

by Greg Butler

The California Earthquake Authority (CEA) was born out of crisis and controversy. We helped solve the crisis and are doing our best to put the controversy behind us.

We were created in response to a serious crisis in the availability of home-owners insurance that followed the 1994 Northridge Earthquake. I'm pleased to report that, due in large measure to the CEA, the home-owners insurance market is alive and well in California.

The controversy has proved more difficult to conquer. The California Legislature created the CEA because insurance companies, consumer groups and others realized that no longer could we provide the same level of earthquake relief. Before the Northridge disaster, insurers had been offering earthquake coverage with lavish benefits at very low rates. They had exposed themselves to insolvency and their customers to the prospect of having nothing with which to rebuild their homes after a major quake.

When it comes to earthquake insurance, we entered a new world after Northridge. Insurance became more expensive and the coverage more limited—a fact with or without the CEA. That is the reality with which we all must live. This reality was accepted by more than just the insurance industry, consumer groups like Consumers Union also supported the legislation authorizing the basic coverages offered by CEA.

Now homeowners across the state are receiving notices from the participating companies offering them the chance to sign up for CEA insurance. Obviously, home owners have questions that deserve answers. Unfortunately, the news media, particularly in areas that run the greatest risks of suffering earthquake damage, has not been helpful in providing real answers but instead wants to continue a debate that has long been decided.

Interestingly enough, they are spurred on by some participants in that debate that have reversed previously held positions.

Despite these controversies, we have made great progress. We got the authority up and running in just 60 days after the governor signed the legislation creating the CEA. We've sold more than 400,000 policies. Most importantly, we have the resources in place to cover the losses from a series of major earthquakes.

Finally, it's not often an insurance company or a government agency gets to deliver good news about rate reductions to their policy holders or constituents. Thus, it is with a great deal of pride and pleasure that we at the California Earthquake Authority recently have recommended to our governing board an average 11 percent reduction in home-owners earthquake insurance rates.

The change in earthquake rates came about as part of a lengthy and exhaustive hearing into our rates, coverages and risk territories. With very few exceptions, these hearings have validated the policy decisions we made in setting up the nation's first earthquake insurance authority.

Like the home-owners insurance crisis we helped solve, I am confident we will put the controversies behind us. Someday soon, once we have moved through this period of transition and change, Californians will look back on the creation of the CEA and recognize it was a creative and prudent response to a real and serious problem.

We can't legislate or wish away the dangers we face by living in one of the most seismically active regions on earth. But we can make plans and sound financial decisions that will help people rebuild their lives and homes after a disaster. That is what the CEA represents. And that is why every employee of the authority shares with me a great deal of pride in the organization.

Greg Butler is the CEO of the California Earthquake Authority.

## CON

## Consumers Should Protect Themselves Against CEA

by Bill Ahern

For consumers who have been confronted with the choice of buying earthquake insurance from the new California Earthquake Authority (CEA) there may be some good news on rates.

Consumers Union and other groups have challenged the CEA's rates as excessive and unfair. We hope Insurance Commissioner Chuck Quackenbush will reduce the current rates by at least 20 percent in a decision he must make by the end of the year.

Meanwhile, the CEA's rates are subject to refund if rates are decreased. But regardless of the rate level, home owners should consider a number of issues when deciding whether to purchase a CEA policy.

The Inland Empire is in the dangerous San Andreas Fault Zone. A big earthquake could financially wipe out people who own older homes that represent their life savings. Home owners may want and need earthquake insurance.

But watch out. The new CEA policies are not like current home owners, condo owners or renters coverage. They put much of the risk on consumers, in three ways.

The first risk is the 15 percent deductible. After a quake, the claimant pays damages up to 15 percent of the dwelling coverage, plus damage to contents above \$5,000 and living expenses over a mere \$1,500.

This "mini-policy" coverage was supposed to entice frightened private insurers back into the market after the Northridge quake. Instead, the Legislature grafted the mini policy onto the CEA.

Second, if the CEA must pay claims of more than \$4.2 billion, policy holders will receive a 20 percent surcharge on their premiums so the CEA can pay more.

Third, if the claims cost more than about \$7 billion and the CEA runs out of money, the CEA will pay pro-rata claims. For example, if claims are \$10 billion, policy holders will receive 70 cents on the dollar from the CEA. This turns the usual concept of insurance on its head.

And rates are high: about \$5 per \$1,000 of coverage for most Inland

Empire homes. So consumers should consider alternatives. Home owners should strengthen their houses, ensuring that frames are bolted to the foundation. Potential buyers should also consider home owners and condo insurers who have not joined the CEA—about 30 percent of the market.

Factor in help from the U.S. government's FEMA and the IRS tax deduction after catastrophic loss. And consider foregoing costly earthquake insurance if the dwelling is fairly new and on firm soil.

Consumers Union wishes Insurance Commissioner Quackenbush had not sponsored this government insurance creature called the CEA. Large insurers such as State Farm, Allstate and Farmers wanted to protect their home-owners market share and limit their earthquake risks.

State Farm has a huge 25 percent of the market. The insurers particularly like to sell highly profitable auto and life insurance to home owners.

So with Commissioner Quackenbush's help, they persuaded the governor and Legislature to get them off the hook for earthquake insurance with the CEA and give much of the risk to the consumer.

How should this work instead? Consumers Union believes that many private insurance companies should provide multi-peril property insurance that includes earthquake coverage. These companies sell many lines of insurance and spread their risks geographically over the whole country.

Then, to protect against all catastrophes, such as hurricanes, earthquakes and winter storms, they buy reinsurance on the world market. These reinsurance companies insure insurance companies for excess catastrophic losses. Reinsurers spread their risks worldwide.

That is how the private insurance market should work. Instead, we have a California-only, earthquake insurance only, state-run company dominating 70 percent of that risky market. No wonder the coverage is terrible, rates are high and much of the risk is on the consumer.

Bill Ahern is a senior policy analyst with Consumers Union, nonprofit publisher of Consumer Reports.

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Photo on Page 3, upper right by Rebecca Jo James



## EXPORTING

# Will Exporters Continue Their Love Affair with Hong Kong?

by Susan Thomas

The Hong Kong handover is history. Hong Kong is now the Special Administrative Region of China, under the leadership of Chief Executive Che Hwa Tung, whose responsibility is to merge the legacy of Britain's rule with demands from Beijing.

Hong Kong will operate under the formula of one country, two systems. This concept focuses global attention on one of this decade's most unique and unprecedented events. How did it originate, and what are some of the new issues created for U.S. exporters?

At the end of the 18th century, British merchants were conducting business in a warehouse area near Guangzhou (Canton). Tea was an important export commodity, and England imported about 15 million tons annually. Because of a shortage of silver bullion in Europe, opium was used as payment. These opium transactions led to silver shortages in China, and in 1839 the Chinese special commissioner enacted a law pro-

hibiting such trade.

British and Chinese hostilities over this action led to the First Opium War of 1840. After 13 years, interpretation of trading rights led to another war.

One year later, hostilities began again. The Convention of Peking in 1886 included a clause ceding the southern part of the Kowloon peninsula and Stonecutters Island to Britain. Then in 1898, the New Territories were leased for 99 years by Britain from China.

As the expiration of the New Territories lease approached, talks began between England and China aimed at insuring the future stability and prosperity of Hong Kong. In 1984, the two governments signed the Sino-British Joint Declaration, stating China would resume sovereignty over Hong Kong and that Hong Kong's capitalist system and life-style would remain unchanged for 50 years.

In 1985, both governments ratified the Joint Declaration, citing July 1, 1997, as the date Hong Kong would become the Special

Administrative Region of the People's Republic of China.

Also in 1985, representatives from China and Hong Kong were appointed to establish the Hong Kong Constitution, known as the basic law. This also became effective July 1, 1997.

Despite its small size, Hong Kong ranks as one of the largest trading economies of the world. Hong Kong's major trading partners are China, United States, Japan, Taiwan, South Korea, Singapore and Germany.

Because of Hong Kong's role as a global trading center, the handover poses new concerns to U.S. exporters:

## Export Controls

A recent report by the U.S. General Accounting Office found 72 categories of items controlled for national security reasons that are legally shipped to Hong Kong. The report also found that 29 export licenses for shipments to China were denied in the last two years for products such as lasers, supercomputers and other technologies used in missile and nuclear programs. These same products can be legally exported to Hong Kong.

Hong Kong officials declined to comment on the GAO report, other than to stress its commitment to enforcing autonomous export controls. However, the United States will find it difficult to monitor re-shipments from Hong Kong to China.

## Currency Fluctuations

The link between the U.S. dollar and Hong Kong dollar has provided stability, and the exchange rate is allowed to fluctuate only a few percentage points. Altering the link between currencies could seriously damage Hong Kong's local and foreign investors.

## Investment

Investors in mainland China, of which the United States is one of the largest, depend on Hong Kong to obtain economic information about China. If Hong Kong loses its freedoms, investors will lose a very important source of information.

## Distribution Channels

Prior to July 1, U.S. manufacturers had legal recourse for parallel imports, legal products brought into Hong Kong through channels other than those designated by the manufacturer. The British-based ordinance has lapsed, and there is no agreed international approach.

## Intellectual Property

While Hong Kong enacted penalties for counterfeiting intellectual property, mainland China is acknowledged as a prime source for pirated products. Even though Sir Donald Tsang, the financial secretary who retained his position after the handover, vowed the government will enact strong laws against counterfeiters, Hong Kong was moved up on the U.S. Trade Representative's list of intellectual property rights offenders.

On the positive side of the handover, business executives are confident the change will have little effect on trade and investment. While more than 30,000 foreign companies invest and do business in Hong Kong, Hong Kong is home to 1,100 U.S. companies. In a recent survey by the American Chamber of Commerce, 99 percent of respondents with operations in Hong Kong intend to keep them.

The United States had a \$4.1 billion trade surplus with Hong Kong in 1996, an increase of \$162 million from 1995. Hong Kong was the United States' 11th largest trading partner last year, with merchandise exports amounting to \$14 billion.

Standard & Poor raised its foreign currency credit rating for Hong Kong to "A+", apparently confirming what executives in Hong Kong already know: Business prospects will improve.

Victor Fung, chairman of the Hong Kong Trade Development Council, said "the economic fundamentals of Hong Kong are strong" and "Hong Kong will remain a major international center for banking and finance, a key regional hub and one of the world's most dynamic trading economies."

## CORPORATE PROFILE

# Two Teen-Agers Grow Up and Produce \$30 Million in Sales

by Mathew Padilla

In their youths, both men led distinguished lives. But when their paths crossed in adulthood, what was unique became extraordinary, from a business point of view.

While other teen-agers were playing football and courting cheerleaders, Nick Lanphier received a work permit at the age of 15 and began making church furniture. It was a natural step for a boy who loved wood-shop projects more than the cute girls in class.

"I was a late bloomer," Lanphier said. "I was more into making stuff."

The early sacrifices paid off. After working at a cabinet shop, Lanphier started his own furniture business when he was 22. That's when he met Larry Parnell, who was 35.

Parnell was a man with his own notable past. His parents moved constantly, and, when he was 13, they decided to move back east. Parnell stayed in California.

He worked at gas stations and "played a lot of pool" to put himself through high school.

"You had to be creative to survive," Parnell said.

The independent kid grew into a man of means, as Parnell worked his way up in sales and marketing, including working as a marketing director for a water bed business.

In 1982, a mutual friend told Parnell that he knew someone who was making high quality oak water beds but having a tough time selling them. Parnell had always worked with pine beds, the industry standard, and the idea of taking a step up appealed to him.

"I saw that as a new horizon, not only for the water bed industry but for the furniture industry," Parnell said.

Parnell joined Lanphier's company, Oakwood Interiors. Initially, the company primarily sold oak wood water beds.

Lanphier discovered a painful truth: Parnell was able to sell what the 22-year-old could not. Lanphier blames his age, saying



Oakwood Interiors owners Nick Lanphier, right, and Larry Parnell, left, stand before mirrors produced in their Ontario factory.

## Oakwood at a Glance

**Who:** CEO, founder and majority stockholder Nick Lanphier, 37, and president and co-owner Larry Parnell, 50

**What:** Bedroom furniture made from northern red oak wood

**Where:** Ontario

**Expected sales this year:** \$30 million

**The secret to their success:** Many reasons, including quality control and a great working relationship between the owners. They credit their successful move from Gardena to Ontario in 1995 to help from Assemblyman Fred Aguilar (R-61), the California Trade and Commerce Agency, and Southern California Edison.

some people saw him as a kid coming to their door.

"They didn't like it when I came around," Lanphier said.

And Parnell found that his young partner was a talented designer who was willing to leave the sales and marketing to someone more experienced.

"His strengths were in all the exact areas where I felt my weaknesses were," Parnell said.

Together, the two owners carved a niche in the furniture market, selling high-quality northern red oak bedroom furnishings, including night stands, dressers and wall mirrors.

They chose northern red oak for its superior quality, Parnell said. The tree is dormant for part of the year, resulting in a slow growing tree that produces wood with consistent color and grain patterns.

The fine wood and fine prod-

ucts have helped the company, based in Ontario, grow steadily almost every year since its inception. The owners expect it to hit the \$30,000 million sales mark this year. Oakwood Interiors is owned by Lanpar, Inc. Lanphier and Parnell are the only shareholders in Lanpar, with Lanphier holding the majority interest.

The two partners work in one of three buildings on the company lot, which encompass about 176,000 square feet. Lanphier said they are expanding to 200,000 square feet.

Parnell said one of the things that distinguishes Oakwood Interiors from its competitors is its quality control program. The firm employees about 500 people, with most of those working on the factory floor and 54 working as quality assurance employees.

Each production department holds a quality control meeting

once a week, where a piece of furniture is pulled off the line and critiqued. Every two weeks all 54 quality assurance employees meet.

And Parnell personally walks through each element of production every morning. He takes quality control seriously.

"The larger you grow, the harder it becomes," Parnell explained.

Quality manufacturing can't be too hard for Parnell and Lanphier, considering their success earned them the manufacturing Entrepreneur Of The Year award from Ernst & Young LLP in June.

And if that's not enough to convince the skeptics of the company's success, then the retailers who carry their products should have the final word.

Bill Sanders, a salesman with Tom's Farms in Corona, said his store carries \$100,000 worth of Oakwood Interiors' products. He said he knows Oakwood products are good because they sell.

"If people buy it, that's the greatest authority in the world," Sanders said.

Employees say one of the biggest determinants of the company's performance is the relationship between the two owners. Andy Ozols liked that relationship so much while he was consulting for Oakwood Interiors that he took a step down from running another company to work as their general manager.

"They have the ideal separation of business," Ozols said. "Nick is basically the operational manager, handling the financial side and the physical aspects of the product. And Larry is the effective marketing and sales manager, ensuring products are sold throughout the market."

Parnell describes the relationship a little differently.

"It's like a marriage," he said. "We try not to over-socialize. And as what makes for any successful marriage, before you spend any unusual amount of money you confer with your partner."

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## CLOSE - UP

## Eduardo Ochoa: New Dean Brings Old Philosophy to Cal Poly

by Rebecca Jo James

He wanted to go back—to make a contribution to his homeland of Argentina as a nuclear engineer. But the effects of military rule had forced atrocities on the very people he admired, and they had fled the country.

So he stayed in the United States, and that decision would change the course of his life forever.

Eduardo Ochoa is the new dean for the College of Business Administration, California State Polytechnic University, Pomona. Having changed his career midstream, he refers to his background as "eclectic." But it seems to be just what Cal Poly was looking for because, after a two-day interviewing process, he was the college's number one choice.

"I found the process exhilarating," Ochoa said. "They took it very seriously, and afterwards I felt they had a better sense of me than UCLA ever had."

Ochoa had made the University of California, Los Angeles, campus his academic home for the past 13 years. Starting as an assistant professor in the economics department, Ochoa became the department chair in 1990. Four years later, he became the associate dean, holding down that position for three years before he accepted the position as acting dean.

When the position of dean opened up at Cal Poly, Ochoa threw his hat in the ring.

"I became more and more impressed with the good things I found out about the college and its relationship to the community," said Ochoa. "A lot of things they still need to get done in Los Angeles they had already started the process on here."

Ochoa said, given the Southern California environment, there are two elements that stand out for any school: entrepreneurship and international business.

"This particular business school is very strong in information systems, having a national reputa-

tion already," he explained. "We can say that when we put our students into the international and entrepreneur business, they come uniquely qualified to become an asset to that business. We need to develop that niche to show how we are different from other business schools."

Finding his personal "niche" in life took some soul searching for Ochoa. Born and raised in Argentina, Ochoa got the "bug" for science from his father, who was a biochemist. His father began feeling the endemic inflation permeating Argentina and, having been sent to the United States with an American pharmaceutical company, opted to move his family there.

Ochoa was 14 when he, his parents and two younger brothers immigrated to the U.S., finally stopping in Portland, Oregon. Already bilingual—having learned English since the first grade—Ochoa found high school in America very different from high school in Argentina, where he had attended a British, all-boys school. In America, Ochoa found school very casual and "there were girls!"

"It's a bit of a jungle with a lot of challenges and competition in an all-boys school," Ochoa explained. "It was more easy going here where you could project your own identity and people wouldn't challenge it. I really blossomed."

College was another matter, and Ochoa found the transition daunting. In high school he was used to being "one of the smartest kids in class," and then he went to a place "where a lot of people were smarter than I was."

When the '60s invaded the college campuses, Ochoa took a back seat—not really feeling a part of the crowd.

"My parents had moved back to Argentina after living here for only four years," he said. "So for a long time, I really felt like I was an Argentinean and just lived here. I told myself that I shouldn't go out and protest because they could deport me. After all, it's not my country."

Although it took some time, Ochoa began to think of America as his home, especially when he heard of the atrocities happening in Argentina.

"I felt that it was no longer the country that I grew up in."

Ochoa became a United States citizen in the '70s.

While in college, Ochoa majored in physics and philosophy. With two majors under his belt,

Ochoa chose science and became a nuclear engineer. He earned his master's degree at Columbia University in New York with the idea of going back to Argentina to help his country. But by the time he was ready to go back in 1976, his country was under a military dictatorship and everyone that he had wanted to work with on the atomic energy commission had already fled the country.

With nuclear power becoming politically incorrect in the United States, his choice "didn't look good as a career move."

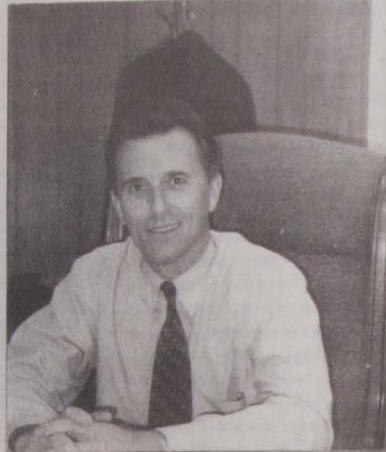
So Ochoa went back to graduate school to pursue economics. By the time he finished his course work in 1981, his wife, whom he had met in high school, was ready to move.

Ochoa took a position at California State University, Fresno, as a professor before ultimately moving to the Los Angeles area and a professorship at UCLA.

But Ochoa said he felt the whole process of writing the dissertation, getting tenure and publishing pushed him into becoming unsociable.

"You're basically a scribe going to the library all the time," he said. "This isn't conducive to very good teaching techniques."

Ochoa found himself so focused that his mind was still back



Eduardo Ochoa

Rebecca Jo James/The Journal

in the office thinking about the research for his writing instead of the students in front of him.

"With my strong background in socialism, I found that my actions were not communing with my beliefs," he said. "I developed myself as a person in this dimension that I had neglected. It was a real transition and rejuvenated me."

Ochoa said he was not eager to take the position of department chair at first, hearing all the horror stories about how the job would take over his life and how the previous department chair suffered a divorce.

"But I found it was easy, and a lot of skills I needed to negotiate the dynamics in my own family were transferable," he said. "I had found the most important issue is people and their dealings with each other."

Ochoa's approach in working with people is allowing them to evolve.

"A life is like a work of art," he said. "It has a beginning, a middle and an end, so we should always be trying to fit what we do into a pattern that will make sense somehow. But we must also remember that you can't judge a life. It's a work in progress, and we can't tell how it will come together."

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## MANAGING

## Teams Make Vacations Stress Free

by Peta G. Penson

Teams, teams, teams—they're everywhere in the workplace nowadays. While some still debate whether the emphasis on teams is eating away at individual responsibility and motivation for results, few question their added value when it comes to filling in the gap when one or two members are away from the office, virtual or otherwise, such as on vacation.

July and August got the reputation for being difficult months to get significant work done because

vacations traditionally meant that an individual's productivity stopped for one, two or three weeks while he sampled beaches or she climbed a mountain.

While the cat was away, there was no one to play. Project timelines would stretch out in jerky start-stop, restart-stop, start again-stop motions as first one person, then another would take off for a summer fling. Files got dusty, and deliveries got delayed. It was frustrating for everyone.

But now we almost all work in teams where loyalty to colleagues

has taken on new and more intimate meaning. You might not pay attention to the problem Dave at the next desk is having keeping his work flow going while he's on vacation, but you sure feel accountable to keep the team rolling along when Sue and Iris step out for a few days of relaxation.

Preparing for the impact of summer vacations on your team requires planning and clear-cut delegation. It is the entire team's responsibility to figure out the most effective method for handling absences, whether or not everyone is taking a turn.

Here are a few ideas on how to keep the momentum going between now and Labor Day.

**#1 Have a plan**

Don't let team members try to sneak in and out of Dodge City before the sheriff notices. Put the issue of vacations on the next agenda and work out a plan so there are no misremembered responsibilities or unanticipated gaps. And follow up the discussion with a written copy of the plan to each team member.

**#2 Designate specific coverage**

Designate who is going to sift through the phone calls, e-mails and mail of each team member who is on vacation. Decide as a group who can do this with the least pain. If everyone is swamped, request a temp so that the individuals stuck in the office while others are at the shore can off load some of their routine work.

**#3 Create a project summary**

Ask each team member to write up a summary of key projects for fellow team members. Use bullet points to list work-in-progress and give the status of each. Boldface deadlines. Add a column that describes expected questions and developments so that there are no rude surprises. Post it in your cubicle and/or distribute copies to the team.

**#4 Give advance warning**

Let your customers, vendors

and other colleagues know in advance when you will be out of the office and who will be covering for you. Be specific on your voice mail message about the dates you will be gone and the name and phone number of who else can be contacted in an urgent situation. In some situations, you may want to itemize the status of projects in writing for a few customers to reassure them and minimize concerns.

**#5 Keep a list for yourself of hot spots that will need attention on your first day back**

If your vacation is successful, you won't remember.

**#6 Be realistic**

Ideally, all tasks are complete and final reports are handed in the day before you catch the plane for Hawaii, but that rarely happens. Do the best you can to wrap up loose ends and paperwork but be gentle with yourself (and teammates when it's their turn to go) if some things are still pending. If we waited until the decks were totally clear, no one would ever leave for vacation. Again, one of the beauties of teams is that you share accountability with other, capable people.

**#7 Don't leave home without your credit card but do enjoy a summer escape without a ton of guilt**

Human brains and spirits need refreshing. You'll return with new ideas, new perspectives, and increased vigor and eagerness to support other team members as they peel out for vacation.

P.S. If you follow the suggestions listed here, there will be no reason to stay connected to the office by modem. You should be able to limit contact to one weekly check-in call to the office. A well-thought-out, workable plan conceived and executed with your team means your laptop can take a break too. Enjoy!

Peta G. Penson, Ed.D., is a management consultant with TEAMS, Inc., the leader in 360x feedback solutions. She can be reached at (415) 388-8000.

OBSERVATIONS  
Politicians Muzzled at Last Flies a Pest? This One's Rich

BY MATHEW PADILLA

"And so, I would like to say, in closing, that you have all been very supportive, and I am glad this finally came to a proper conclusion and that no one was hurt and that my second cousin's uncle's first wife's nephew finally has his dog Sparky back safe and sound."

As long-winded as that fictional quote sounds, it's not something that any city council member anywhere is incapable of uttering.

But concerned citizens' comments are kept to a maximum of a few minutes each. That is not just.

Finally, a local political body has figured that out.

The San Bernardino City Council voted late last month to strap muzzles on their own mouths. Council members approved a proposal by Councilman Jerry Devlin to limit comments to three minutes.

Hallelujah!

"What gives us the gall to think that what we have to say here matters any more than anyone else?" Devlin said.

Devlin has had a revelation. I think he might be the first municipal politician to realize very few people care about what he says.

Hey, if it's an important city

issue, then any rational resident would want the entire council to debate the matter until a proper conclusion is reached.

But the truth is this: When it comes to random babbling on personal issues or anything irrelevant to the city or school district in question, politicians should have their tongues tied to the clock just like everyone else.

Of course some disagree, and this columnist considered calling one of the three council members who voted against the resolution. But who wants to spend that much time on the phone?

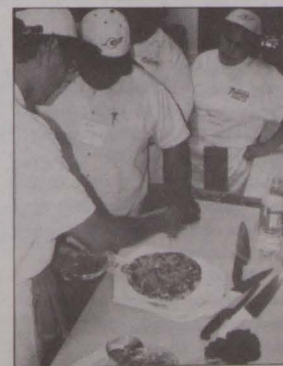
"... and Matt, I would like to add that, in consideration of my personal feelings on this issue, that I am sure you can understand my position that..."

"What was that councilman? I'm sorry, I forgot what we were talking about."

The three-minute limit will affect comments made by the council, city attorney, city administrator and city clerk. The system could be altered after a six-month trial period.

Hopefully, it won't be. In the meantime, as gadfly Jeff Wright pointed out, "It will be interesting to see who gets arrested (for breaking the limit) first."

The pizza has to be perfect at GameWorks, which held a grand opening on July 26 for local celebrities, members of the press and other special guests. (From left to right) James Horimoto, Yefri Pacheco, Elmer Pacheco and Kimberly Lemire reviewed how to make a pizza as part of their training before the opening. The entertainment center in Ontario Mills is visually awesome and features fantastic games, food and drinks. The GameWorks concept was developed by DreamWorks SKG, Sega Enterprises and Universal Studios Inc.



BY REBECCA JO JAMES

It looks like the first patient in the San Bernardino County Medical Center might be the Delhi Sands flower-loving fly.

The ill-fated medical center chose Colton for its new home, unwittingly placing itself smack-dab in the backyard of the flower-loving fly. With all the hullabaloo going on about Visy Paper Corporation trying to develop in the Colton dunes, where were the heads of the hospital's decision makers? Probably stuck in the dunes.

The county has already spent \$1.1 million to move an emergency room driveway because the original plan was in the flight path of the fly. Did the medical center think that it was going to get off cheap when fly fans told Assemblyman Joe Baca to slow down traffic on the local freeway in order to let the flies mate in peace?

The medical center's name game of calling itself Arrowhead Regional Medical Center will not stop the buzz about the amount of money it will end up costing the

county — now to the tune of \$1.07 billion — not to mention a little slice of heaven (or dune) for the fly amounting to \$1,129,544. (Just a little something for the fly's hardship and pain.)

And where do the San Bernardino County taxpayers fit in to all of this? They can expect to shell out about \$13.6 million annually, beginning in 2000 and ending in 2028. According to county officials, to retrofit the existing medical center (located in San Bernardino) to meet earthquake standards, it would cost \$250 million. Just do the arithmetic.

Yes, the taxpayers are biting the flower on this one. And yet we still don't really know what other surprises the fly fans might have up their wings. What other endangered species has moved on to the endangered habitat to join the fly.

Hey, why not? The neighborhood is nice, there's no traffic to speak of and there's the convenience of a hospital close by — all the comforts of home.

## QUOTABLE

**"It looks like something out of Blade Runner."** Robert Bledsoe, producer of "Inland Empire Television News," on the opening of GameWorks Saturday, July 26, at the Ontario Mills mall.

**"I have a bigger problem with our commuters having to go to L.A. for jobs."** Riverside County Supervisor Tom Mullen on whether he is concerned about more traffic on local freeways if the El Sobrante Landfill expansion is approved.

**"You have these teens who are always looking for a buzz. If they could sniff the air and get a buzz, they'd do it."** Tom Pirko, a consultant, on the soft-drink industry's marketing of products that give a caffeine charge. Pepsi is launching a marketing campaign that suggests its new drink Josta is an aphrodisiac.

**"It's like playing cards. Everyone has a different hand, based on tenure, performance and pictures you have of high-level managers with their animal friends."** Jodie-Beth Galos, co-author of "Firing Back: Power Strategies for Cutting the Best Deal When You're About to Lose Your Job," on remaining calm while being fired and fighting for the best deal.

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## THE EMPLOYERS GROUP

## New Health Care Regulations and Your Business

by Barbara Lee Crouch

As of June, administration of group health care plans has become more complicated. On April 8, the new Health Insurance Portability and Accountability Act (HIPAA) rules from three separate federal agencies were published in the *Federal Register*. The rules that most directly affect employers who

provide health coverage came from the Department of Labor (DOL), Health and Human Services (HHS) and the Treasury also released rules that affect governmental plans, HMO plans and very small plans, but not insurers.

By June 1, employers were to have mailed a notice to individuals who lost their group health coverage or their COBRA coverage

between Oct. 1, 1996, and May 31, 1997. If the employer has not mailed out the notices, the employer is in violation of the act. Notices should be sent to the last known address of the individuals by first-class mail.

HIPAA of 1996 requires nearly all employers (with 10 or more employees) who offer health care coverage to provide a certificate of coverage to any participant who loses plan coverage or COBRA coverage after June 1. This certificate must be provided in a reasonable period of time after coverage ceased, generally considered to be 30 days. Employers can shift the responsibility for issuing the certificates to the insurance carrier but must do so in writing.

In addition, employers are obligated to provide certificates to individuals who request a certificate if the request is in writing and occurs within 24 months of the loss of health care coverage or COBRA coverage. Employers may receive a request for a certificate from the individual or from a subsequent employer. In either case, the employer must comply with the request within a reasonable period.

While certificates must be provided to exiting employees and those who lost coverage after June 1, employers did not have to accept certificates from new employees until July 1 or after the start of the employer's next group health insurance plan year.

**Pre-existing conditions**

Employers need to clearly understand their group health plan's pre-existing limitation clauses. Employers have an obligation to tell future employees and their participants in writing if the employer's health plan will exclude those individuals from complete coverage because of the pre-existing condition exclusion.

No pre-existing condition limitation may be imposed on newborns and newly adopted children under the age of 18 for whom group health coverage is obtained within 30 days of the birth or adoption. Pregnancy may not be treated as a

pre-existing condition.

A pre-existing condition limitation cannot be imposed for a physical or mental condition unless the individual received medical advice, diagnosis, care or treatment of that condition from a licensed medical practitioner within the six-month period ending on the date the individual enrolls in the plan. If the plan has a waiting period before the individual can get coverage, that period cannot be included.

Employers and insurance providers need to become familiar with the implications of the HIPAA rules in imposing pre-existing condition limitations.

**Breaking the rules**

The rules for employers are administered by the Health Care Financing Administration (HCFA). Employers are subject to penalties for non-compliance. Individuals who were covered by an employer's group health plan or COBRA and believe they have a complaint under HIPAA may pursue their complaint with HCFA and, in some cases, their state insurance commissioner.

If HCFA determines a violation has occurred, it may assess a monetary penalty against the responsible entity (either the plan, the employer or the insurance provider). The penalty may be up to \$100 per day per violation and will be determined by the responsible entity's previous record of compliance and the gravity of the violation.

Barbara Lee Crouch is the Riverside-San Bernardino counties regional manager for The Employers Group, formerly Merchants & Manufacturers Association. The 100-year-old not-for-profit company is one of the largest employer representatives for human resources management issues in the nation. The group serves over 4,000 member firms which employ approximately 2.5 million workers. Crouch may be contacted by calling (909) 784-9430. Also, the group maintains a website at "http://www.hronline.org".

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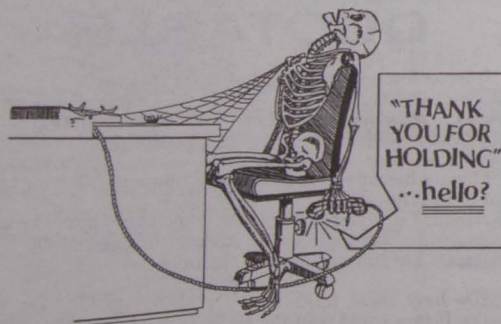
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## LAW

## Lawsuits May Become Harder to Avoid

by Lazaro Fernandez

Recently, legislation was introduced in both houses of the California Legislature that would have affected the arbitration of employment disputes.

Arbitration is the process of hearing and determining a dispute between two or more parties by a person or persons chosen or agreed to by the parties themselves. Note that the arbitrator decides the outcome of the dispute, and the decision is usually final.

Assembly Bill 574, which passed the Assembly, would prohibit the use of arbitration clauses in employment contracts, thus almost assuring that employment disputes would be heard and determined by the courts. It is now in the Senate Judiciary Committee.

This bill would also limit some

of the various non-judicial choices available to the parties in attempting to resolve their disputes, including employment controversies.

Senate Bill 19, which passed the Senate, would allow the loser in a binding arbitration matter to appeal the decision to the state courts. It is now before the Assembly Judiciary Committee.

In a letter to the *Los Angeles Times* published May 10, calling for the defeat of both bills, Fred Main, vice president and general counsel of the California Chamber of Commerce, stated: "Arbitration provides a means for employers and employees to resolve disputes more efficiently and to spare the parties involved, as well as California taxpayers, the high costs of litigation."

In an April press release, the California chapter of the National

Federation of Independent Business also called for the rejection of both bills. It pointed out that the National Labor Relations Board was promulgating new rules to resolve employer-employee disputes through arbitration.

People are likely to disagree on what employer-employee disputes should go to arbitration. Perhaps working hours disputes, pay disputes, vacation and sick leave disputes should go to arbitration. Perhaps age, gender and race discrimination should go to non-binding arbitration or proceed straight to court. Call your lawmakers and express your views.

As a society, we need to balance the needs of employers and employees while keeping in mind the toll such disputes take on parties themselves as well as the taxpayers.

Lazaro Fernandez is a partner in the law firm of Gonzalez & Fernandez, a limited liability partnership located in downtown Los Angeles. Fernandez is a former law clerk to the Honorable Mitchel R. Goldberg, U. S. Bankruptcy Court judge in San Bernardino.

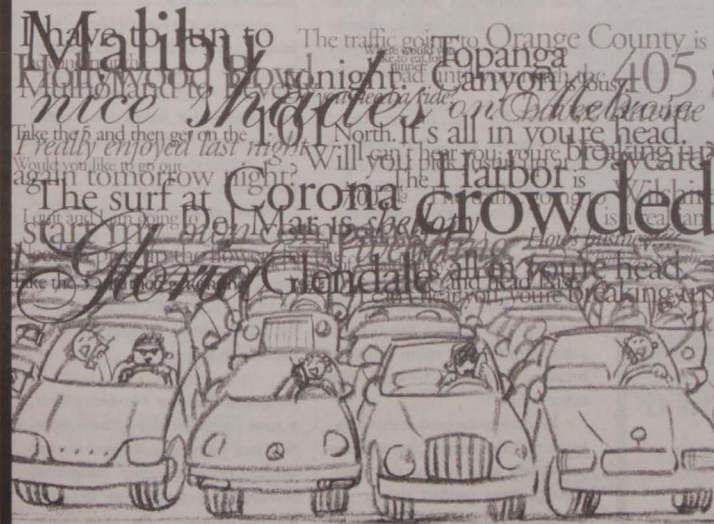
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## CORNER ON MARKET

### Shifting Plates Change Marketing Landscape

"If there's a way to do it better... find it"

-Thomas A. Edison

by Ron Burgess

Marketing will change more in the next 10 years than it has in the last century. Geographic plates either shift gradually through erosion and minute movements or rapidly as the result of quake or volcanic force.

The rapid movement and subsequent explosion caused by major changes in technology and systems are causing a ground swell of activity, revolutionizing the marketing landscape into a terrain of incredible frontier.

#### Technology picks up where people leave off

Marketing books and periodicals have been pushing one-on-one and relationship marketing for five or six years, resulting in a people-intensive approach being implemented throughout the corporate world. (Team building may be more a business gesture toward workers than it is a production effort.) But it is becoming apparent that people's efforts alone cannot deliver. The cost is just too great.

Technology has advanced to the point where it can capably take up the slack whenever humans are too expensive. Today's technology gives businesses tools enabling them to deliver high levels of personalized service and support to their customers and prospects. Previously, this degree of service has been difficult to provide... especially for

small- to moderate-sized organizations. The tools to automate success are now available to everyone.

Advances in computers, the Internet and printing technology are propelling marketing processes into previously uncharted areas. Integrated Desktop Marketing Systems™ now provide easily implemented ways to get the job done—even better than before! Once limited to use by mega corporations, complete systems are now available to all sized businesses, leveling the ground between competitors.

#### It's not how much you have, but what you do with it

As an open market economy, business is much the same as nature. In nature, survival depends on the successful occupation of an ecological niche. To successfully operate, business must likewise find a market niche, selling more than it spends.

In the past, large companies occupied very large niches, such as television, oil, steel or utilities. Smaller companies found ways to pick up the scraps by finding small markets that the big ones never saw.

It's a little like an elephant missing the ants on the ground. The elephant would starve if it took the time to find and eat only ants. On the other hand, small anteaters have adapted to efficiently find and eat enough ants to survive, flourishing at the elephant's feet.

Technology gives the elephant the ability to acquire the anteaters' tools without losing his trunk in the process. In other words, advances have enabled large companies to

find and service very small markets while maintaining market dominance in large niches. This is not good news for small business.

#### Bigger is not always better

On the other hand, adapting to brand new technology is easier for small companies. It is more manageable and can help one company leap over another. It happens all the time.

Only 20 years ago, Wal-Mart was a small discount chain with a top information system staff. The rest is history.

The flip side of the coin is Sears Roebuck Co. Sears always had the best of the largest mainframes but simply could not overcome the inertia of its size and old technology. You know the rest of the story. The point is that just like in nature rapid adaptation allows growth and prosperity to the companies that do it best.

Robert Holmes À Court, of Bell Group International, once said, "Business is Darwinism: Only the fittest survive."

Marketing processes, under academic discussion for the last 20 years, can now be monitored in a nearly real-time mode. New database research and marketing techniques make it possible to observe changing customer habits while they are changing—not years after the change.

Products can be developed faster as the change in trends is monitored in real-time. This rapid acceleration in response time is creating vast changes more rapidly than ever before. The fundamental process of the free market, combined with the ability to gather and interpret data and communicate instantly, will impact the marketplace, thrusting the realm of record breaking potential forward like never before.

In order to succeed in this highly competitive market, many companies will have to learn the difference between product driven and market driven management strategies. Product driven companies are seeking customers to purchase a

product they have developed. Market driven companies design products for specific customer profiles.

The "process" of listening to and delivering products to the customer requires some paradigm shifts for the product driven company. In order to succeed, many companies will have to learn the difference between product driven and market driven management strategies.

#### To win, you have to play the game

In high-tech businesses, the development of a new product begins before the previous product fully enters the market. Intel has two jumping frog development teams. The one that just released one chip, will now work on a design two generations away. Team two has already been working on the next product to be released in six months to a year.

Integrated Desktop Marketing Systems™ brings the software, hardware, techniques and changing processes together to help small- and medium-sized businesses jump over their competition.

But all the technology available will not help the company that does not wish to learn new techniques and development processes required for administration.

According to Harold Green, former chief executive of International Telephone and Telegraph Company, "It is an immutable law in business that words are words, explanations are explanations, promises are promises, but only performance is reality."

Through adapting to new technology with systematic changes, companies will gain timely understanding of the constantly changing niche markets while performing at the highest level possible. Now is the time to move!

Integrated Desktop Marketing™ is a term coined in this column more than two years ago. Burgess Group specializes in creating integrated marketing systems with industry specific programs. For more information, contact Ron Burgess at (909) 798-7092.

## AppleOne Founder Howroyd Never Rests



Bernie Howroyd

In this mercurial business age, AppleOne Employment Services blossoms, opening five new offices a month. With 140 offices across North America, one might expect founder Bernie Howroyd to live a life of leisure. But to the contrary, Howroyd remains as active in his businesses as he was when he opened his first company 34 years ago.

It has been a long and interesting journey from butcher's apprentice to multimillionaire for Howroyd. He has worked since the age of 14. He traveled the globe before he was 22 years old. He settled in California where he opened his first employment agency in 1964 with only \$3,518 to his name and no experience in the field.

In the early days, he made every

mistake imaginable. He barely kept the business afloat while he learned the employment industry. Howroyd built his company into a minor success but longed to expand. His working philosophy is that he cannot prosper until those he serves have prospered. This commitment to his clients has won

him enduring business relationships that he credits as responsible for his success.

Howroyd's success has spawned other lucrative ventures, including AppleOne Payroll Services, the Academy of Computer Technology, California National University, ProTravel and Cerritos

travel agencies. To date, Howroyd's companies earn more than a quarter of a billion dollars annually. Continuing the AppleOne mission to find, understand and fulfill the needs of another ensures it is only a matter of time before Howroyd realizes his goal of a billion dollar service.

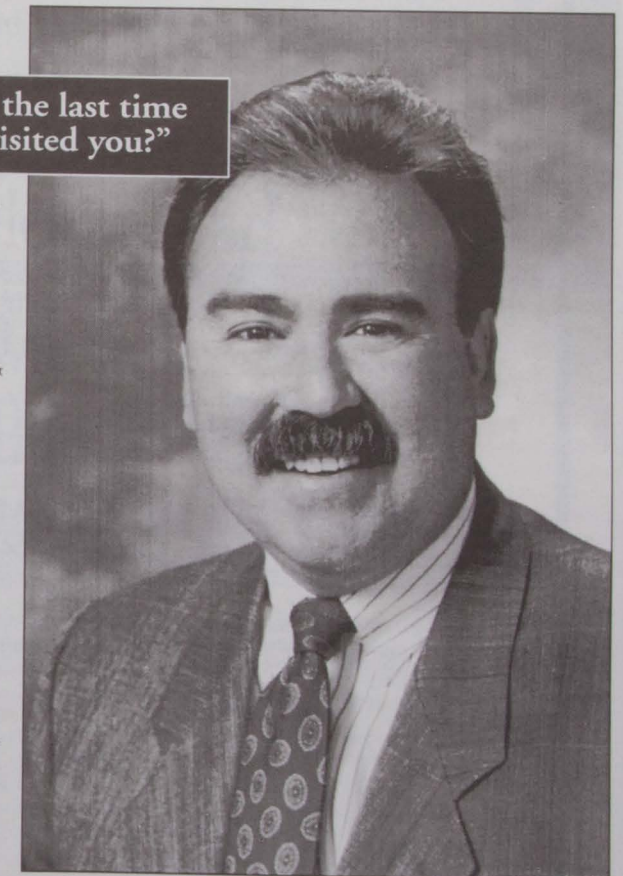
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Environmental

## Riverside County has a challenge:

*Old-style landfills which will cost taxpayers approximately \$44 million to close.*

## Riverside County has a solution:

*The El Sobrante Landfill.*



As a result of new federal regulations, Riverside County must close many old-style landfills. According to the County, estimated cost for closing and cleaning up these landfills will be approximately \$44 million.

That's where USA Waste's state-of-the-art El Sobrante Landfill comes in.

Already operating as a public-private partnership between Riverside County and USA Waste Services, Inc., El Sobrante is located south of Corona in Temescal Canyon. El Sobrante meets or exceeds tough new state and federal environmental requirements with multi-layered protection, including a heavy-duty composite liner system and water and gas collection systems, all of which prevent the problems associated with older landfills.

USA Waste accepts only non-hazardous, household and commercial waste at the El Sobrante landfill, and will continue enforcement of its environmentally-sensitive operational standards. Environmental safeguards will be assured through on-going reviews by state, regional and local governmental agencies as well as by an independent Citizens Oversight Committee.

Another advantage of El Sobrante is its central location which, combined with the use of modern, more efficient waste transfer vehicles, will actually reduce air pollution in Riverside County. That's why Riverside County officials have described El Sobrante as a "critical element" in planning for the county's future waste disposal needs.

Most important, because El Sobrante is operated in partnership with Riverside County, the proposed expansion of El Sobrante will generate at least \$150 million — from out-of-county sources — for Riverside County taxpayers. This includes money needed to close and clean-up those older landfills, as well as badly needed revenue for important county services, such as public safety and programs for youth and the elderly.

The El Sobrante Landfill is just another example of why all of us at USA Waste are proud to be your new neighbor in Riverside County — and why we have a national reputation for working in partnership with local communities to solve their waste disposal challenges.



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## Ultrasonics Environmental Incorporated Serving the Inland Empire

**Ultrasonics Environmental Incorporated** (ULTRASYS-TEMS), formed in 1994 as both a Small-Business Enterprise and Woman-Owned Business Enterprise, is a full-service environmental consulting firm serving both public and private-sector clients throughout the Inland Empire.

ULTRASYS-TEMS' consulting services include specializations in environmental planning and management services, land use and regulatory controls, environmental science and technology, and engineering analysis.

The company maintains three offices in Southern California, including an office in the City of Corona to serve its clients in the Inland Empire.

In response to the market demand for specialized environmental consulting firms, ULTRASYS-TEMS was formed to

allow a greater degree of responsiveness to client demands. ULTRASYS-TEMS provides quality environmental services in compliance with the California Environmental Quality Act (CEQA), National Environmental Policy Act (NEPA), the State and federal Endangered Species Acts (ESA), and the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA).

ULTRASYS-TEMS prepares comprehensive, legally defensible environmental documents and obtains discretionary permits for major developments, redevelopment, and infrastructure projects.

The firm has prepared several hundred environmental impact reports (EIR) and associated technical studies for major development projects throughout the Inland Empire. ULTRASYS-TEMS' client

list is extensive and includes a broad array of public agencies, special districts, non-profit corporations, and private developers.

As an example, in coordination with the County of San Bernardino and Majestic Realty Company, ULTRASYS-TEMS recently completed CEQA documentation for the pending 1.8 million square foot Citrus Plaza Regional Mall project near Redlands.

Presently, ULTRASYS-TEMS is assisting the Elsinore Valley Municipal Water District (EVMWD) in completing NEPA documentation and obtaining federal permits through the Federal Energy Regulatory Commission (FERC) for a proposed 300-megawatt advanced pumped storage hydroelectric project near Lake Elsinore.

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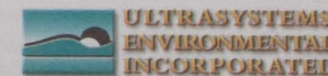
ENVIRONMENTAL

## We Can Take You There.

While mountain climbing may look easy, you will suddenly realize that looks are deceiving, when you find yourself at the end of a rope, looking up. What, at first glance, appears to be a simple task is in fact highly complex and filled with unexpected twists and turns.

Environmental compliance is a lot like mountain climbing, fear of the unknown, foreboding, and confusing. However, positive results are achieved with solid experience and good planning.

Ultrasonics can get you where you need to go and provide cost-effective solutions to your environmental problems, whether it is a third-party environmental review or assisting your client with CEQA and NEPA compliance issues.



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## ENVIRONMENTAL

## McLaren/Hart Makes Mud Pies Almost Edible

by Judianne Triglia

With today's technology, cleaning up pesticides and chemical waste has become as easy as making mud pies. Well, not quite that easy, but McLaren/Hart, Inc., is cleaning up nationwide with its patented dirt-baking system.

The system is being used to clean a site at the University of California, Riverside. The cost is about \$2 million, relatively less than other options for cleaning up the chemicals buried in the soil.

"There is always a demand for environmental technology that can do the job faster, better or cheaper," said Nicole Ihlenfeld, corporate marketer for McLaren/Hart, based in Rancho Cordova.

In the 1980s, Environmental Protection Agency representatives began investigating an allegation of toxic waste contamination at UCR.

A map drawn by an unknown source pointed out "boiling toxic acid pits" about two feet away from a canal, said Lynn Beckmann, environmental engineer. The allegation turned out to be false, but it did spawn a cleanup project.

"It was fear that started it," said Beckmann, who leads a UCR team baking contaminated soil to clean out

pesticides and chemicals dumped there by researchers since the 1940s.

After six years of assessment and feasibility studies, Beckmann determined that McLaren/Hart offered the cheapest and most effective process for cleaning what team members referred to as "the potpourri of chemicals" buried at the site.

In 1994, McLaren/Hart purchased the vacuum-enhanced, low temperature, thermo-desorption technology, also referred to as the dirt ovens, from TerraChem in North Carolina. McLaren/Hart began using

the equipment recently.

Although, UCR's cleanup is not the first use, it is the first time the process has been used to clean mixed pesticides.

The process is good for cleaning up pesticide contaminated soil, said Chris Fox, project manager for the toxic waste branch of the California Environmental Protection Agency.

"Most use the term baking, but it's more like distilling," he said, since the chemicals boil off of the soil.

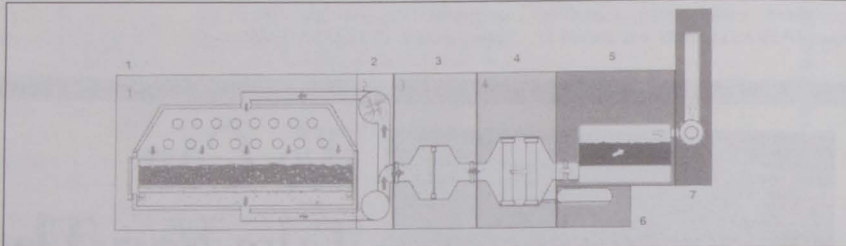
The IRHV-200 machine used at

UCR captures the evaporated chemicals and allows no emissions to be released, so human and environmental safety is guaranteed. The machines are also hooked up to computers in the offices to make monitoring the progress easier.

The site at UCR is one of the first of its kind because the soil can be put back in the ground after it is cleaned.

"We use the clean soil as fill, instead of taking it to a landfill," said Beckmann. "It's one of the very first sites of its kind to be cleaned up to this kind of level."

INSIDE THE IRHV-200



1. Treatment chamber- Trays of soil are placed inside the treatment chamber and the door to the chamber is sealed. Air is moved through the soil, which is warmed by infrared heaters under vacuum conditions. Once the soil reaches 385°F, the pesticides are released from the soil.
2. Recirculation Blower - This fan circulates hot air through the soil during the soil heat-up cycle.
3. Dry Particulate Filter - This filter removes from the airstream very small dust particles that are swept out of the treatment chamber during treatment and prevents their release into the air.
4. Condenser - The air and pesticide vapors are cooled to 40°F and the pesticides are turned back into a liquid form.
5. Carbon Filter - The air passes through a 3,000 lb. carbon filter that polishes the airstream to remove pesticide vapors that may not condense.
6. Waste Collection Tank - The liquid pesticides are collected and stored for offsite disposal.
7. Vacuum Pump & Stack - The air from the system is withdrawn through the vacuum pump and discarded to the atmosphere through the 15-foot-tall stack.

## ADVERTISEMENT

## Irvine Firm Makes Local Cleanup History

by Nicole Ihlenfeld

Science. Technology. Strategy. Solutions. It's the guiding principle behind McLaren/Hart, Inc.'s philosophy. Since 1977, McLaren/Hart has helped industry and government to make practical sense out of environmental compliance and cleanup regulations nationwide, including the Inland Empire.

Building on its expertise in groundwater treatment, McLaren/Hart has come full circle in its evolution, becoming a recognized leader in the management of environmental risk, regulatory compliance, investigation and particularly remediation. After making a name for itself in the late '70s and early '80s in hometown

Sacramento, the firm brought its turnkey expertise to the Southern California basin, adding local clients Lockheed, Xerox, Beazer, the city of San Bernardino and, most recently, the University of California, Riverside, to its remediation portfolio.

Central to the firm's growth has been its investment in developing new and existing technologies for soil and groundwater treatment, including its patented vacuum-enhanced, low temperature thermal desorption (LTTD) technologies, the IRV-100 and IRHV-200. A cost effective alternative to rotary kiln technology, the IRV-100 and IRHV-200 represent a breakthrough in soil remediation technology for business and industry

facing environmental cleanup. These systems use infrared heat to raise the temperature of contaminants in the soil matrix. The target chemicals are then volatilized and stripped from the soil matrix through an induced vacuum gradient. Essentially, contaminants are "cooked off" and the vapors captured and treated.

The University of California, Riverside, recently opened its doors to the IRHV-200 in a good faith effort to treat over 10,000 cubic yards of pesticide and PCB impacted soil at the Pesticide Waste Pits. The 1.5-acre California Superfund site served as a burial ground for chemical wastes in the late '40s following agricultural experimentation with citrus fruit and pesticides.

Although there is no impeding impact to the environment or health hazards to workers in the area, the site poses a future risk that the university is in the process of mitigating. The cleanup was decided upon and designed after careful consideration of pertinent criteria, such as community acceptance, regulatory requirements, cost, etc.

"The McLaren/Hart treatment technology provides a real cleanup solution, rather than moving contaminated soil from one place to another, or incineration, while employing an environmentally sound process," said Lynn Beckmann, the UCR project manager. "This process poses minimal

continued on Page 27

## ENVIRONMENTAL

## State Limits Cleanup of Underground Storage Tanks

by Don Greenlee and Eric Floyd

Leakage from underground storage tanks (UST) is undoubtedly the single greatest cause of subsurface soil and ground water contamination. In California, management of environmental damage caused by leakage from USTs has overwhelmed virtually every state environmental regulatory agency. Paying for cleanup of these releases has forced many once profitable businesses into bankruptcy and virtually broken the state-operated UST Cleanup Fund.

Not surprisingly, the sweeping environmental reform of the past 15 years has brought increasingly restrictive regulations that control the way USTs are installed, operated and removed. These regulations will culminate in December of 1998, requiring all single-walled steel USTs containing hazardous materials to be removed and exist-

ing double-walled USTs to be upgraded to meet stringent regulations. These regulations are designed to prevent surface spillage that could occur while filling a UST, prevent UST overfills and provide the earliest possible warning of subsurface leakage should a UST or its product piping fail.

Recently, the State Water Control Board has directed the Regional Water Quality Control Boards to close those leaking UST sites which are amenable to natural biodegradation and pose a minimal risk of ground water contamination. This directive was based on the results of a Lawrence Livermore Laboratory report that concluded that the vast majority of leaking UST sites in California do not pose a threat to ground water. The report also concluded that impacted soil would be as effectively remediated by naturally occurring soil bacteria as by man-

made technology. Implementation of this conclusion could save property owners and the state millions of dollars.

Standardized procedures have recently been published, which facilitate closure of leaking UST sites while maintaining protection of human health. One of the more widely accepted procedures, entitled Risk Based Corrective Action Applied at Petroleum Release Sites (RBCA), was recently published by the American Society for Testing and Materials (ASTM). The RBCA standard guide provides a site-specific tiered approach for evaluating the health risks presented by soil or ground water contamination and facilitates site closures by focusing remedial activities on resolution of these health risks. For example, the RBCA process identifies contaminant areas which do not pose significant health risks and, therefore,

do not need to be remediated. It also identifies contaminant areas which may be better remediated by native microorganisms.

And finally, if contaminated areas must be remediated using man-made technology, it helps to identify the location and mass of contaminants that must be treated and allow the remediation firm to evaluate the most cost-effective options for this process. The ultimate outcome is that only media that must be cleaned to protect human health is identified for remediation, thereby saving money and time and limiting property disruption.

Don Greenlee, Ph.D., and Eric Floyd, certified geologist, are with IPEC Global, Inc. IPEC will be conducting a seminar on tank pulls and retrofits on September 16 from 9:30 a.m. to 3 p.m. in Irvine. For more information, call (714) 442-8341.

## New Law Forces Owners to Disclose Lead Paint Hazards

by Tim Buro

A new law mandates lead hazard disclosure and requires property owners to identify potential lead-based hazards prior to selling or renting residential housing. The law applies to all residential housing built prior to 1978. There are an estimated 64 million homes in the United States that contain some lead-based paint.

Lead poisoning is considered one of the most serious threats to the health of children under the age of six. If lead paint chips or dust are ingested, lead poisoning can cause brain damage, reduced intelligence and behavioral problems. Lead poisoning in women of child-bearing age can cause damage to their unborn children.

If you plan to rent or buy a home built prior to 1978, it is a good idea to hire an inspector to determine if there is a potential lead hazard. Typically, lead-based paint can be a hazard when found on windows and window sills, doors and door frames, stairs, rail-

ings, banisters, porches and fences. Lead dust can form when lead-based paint is dry or scraped, dry sanded or heated. Dust also forms when painted surfaces bump or rub together. Lead chips and dust are considered hazardous when they can get on objects and surfaces that people touch. Settled dust can re-enter the air when people vacuum, sweep or walk through it.

Property owners are required to provide a potential buyer/renter with a lead hazard information pamphlet, inform the purchaser or renter of known lead hazard, allow the purchaser or renter to inspect the property over a 10 day period to determine if lead paint hazards exist, and insert a lead warning statement in the contract of sale.

In addition to the seller or landlord, several other parties, including realtors and management companies, can also be held liable in the case of a violation. Violations call for civil liability of treble damages and fines of up to \$10,000 for each violation. The law generally

amends The National Affordable Housing Act and more specifically deals with the problem of lead-based paint hazards in Title X, the residential lead-based paint hazard reduction act.

Some simple steps to protect your family from lead hazards: Get your children tested for lead. Wash children's hands, pacifiers, bottles and toys frequently. Make sure your children eat healthy, low-fat foods. Wipe soil off shoes before entering the house. Fix surfaces with peeling or chipping paint. Don't use a belt sander, propane

torch, dry scraper or dry sandpaper on painted surfaces. Most importantly you should have your home inspected by a certified lead inspector.

Tim Buro is the marketing director of Victory Environmental, Inc. For lead inspections and consultation in and around the Inland Empire, call Victory at (909) 591-9922. Victory is a small, woman-owned business enterprise with a general engineering "A" contractors license and a hazardous waste handling/remediation certificate.

## Environmental Due Diligence

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## ENVIRONMENTAL

ADVERTORIAL

## USA: A Solution to a County in Trash-Dumping Crisis

USA Waste is a welcome addition to the Inland Empire business community. As one of the largest, solid-waste services companies in America, USA Waste provides both waste hauling and disposal services to more than 2 million municipal, commercial, industrial and residential customers. Now one of the region's newest corporate neighbors, it is focused on supporting local businesses to help solve their hauling and waste disposal needs. And that's great news for Riverside County, which currently faces a waste disposal crisis of its own.

## The need

As a result of new federal regulations, Riverside County will need to close nine of its 12 existing landfills, not only reducing the sites available to manage waste, but requiring approximately \$44 million of funding for closure costs. Unless alternative funding is found, these costs will be passed on to the taxpayers of Riverside County. Although waste amounts have been reduced somewhat through recycling efforts, trash generated by county residents and businesses still must be placed somewhere. As Riverside County continues to grow, the need for environmentally sound waste disposal sites will also increase.

USA Waste is the third-largest and fastest-growing waste services company in North America. The company serves more than 2 million customers and operates 101 landfills in 36 states. In each community served, USA strives to provide quality service and efficient operations.

USA Waste has an established history of working in partnership with local communities to develop environmentally sound waste disposal sites. USA Waste seeks to expand El Sobrante to meet the growing need in Riverside County for safe and efficient landfills.

## The right location: A proven facility

El Sobrante Landfill is located in Temescal Canyon, seven miles south-east of Corona. In 1984, the Riverside County Board of Supervisors selected

El Sobrante as the preferred location for a county landfill—following a thorough two-year study—over alternative sites.

For more than 10 years, the landfill has successfully operated as a public-private partnership. El Sobrante's favored status is constituted in part by

*"In 1984, the Riverside County Board of Supervisors selected El Sobrante as the preferred location for a county landfill."*

its central location, which reduces the length of trips required by waste-hauling trucks. Its non-water-bearing geology, which ensures that ground water resources will remain unaffected, further adds to the location's desirability.

## Environmental protections

Unlike the old-style landfills that are being closed throughout the county, El Sobrante utilizes cutting-edge technology, providing Riverside County with the safest possible landfill. By incorporating a state-of-the-art composite liner system, El Sobrante protects the surrounding environment and ground water. The system includes a five-foot-thick liner, composed of multiple layers of protective soil cover, compacted clay and other filter materials.

The site also benefits from being underlain by low permeability bedrock,

*"El Sobrante utilizes cutting-edge technology, providing Riverside County with the safest possible landfill."*

which is the ideal geology for a landfill. Additionally, USA Waste accepts only non-hazardous household and commercial waste. All in-coming vehicles are monitored and landfill operation is inspected regularly by local, county and state authorities. Finally, El Sobrante is subject to on-going review by state, regional and local agencies as well as an independent Citizens Oversight Committee. USA Waste has received continual recognition for its outstanding safety record and for compliance with environmental regulations.

## Economic benefits

According to an independent eco-

nomics study, expanding El Sobrante could create more than \$60 million in direct economic impact in the first 14 years of operation alone. These millions of dollars in economic benefits would also continue in the decades to follow. As a partner in the operation of El Sobrante, Riverside County could receive up to \$6 million per year in revenue from the expanded landfill. That's money paid to the county's general fund, waste

district and habitat preservation fund. Approximately \$2.4 million of that will go directly to Riverside County's General Fund each year.

El Sobrante revenue will also provide almost \$2 million each year to preserve environmentally sensitive open space, and about \$1.8 million per year needed to close old-style landfills now operated by the county waste district—closure costs which would otherwise be paid for by Riverside County taxpayers.

Riverside County also benefits from avoiding other waste management costs—expenses the county will incur if the El Sobrante expansion does not occur. These costs could include the continued use or expansion of existing county landfills and lower operating costs at El Sobrante. Altogether, these avoided costs total almost \$15 million over the next 14 years.

Expansion of El Sobrante also means jobs—more than 200 of them!

## Phased planning approach

El Sobrante's expansion will not occur immediately. Currently, El Sobrante is permitted for 9.4 million tons of waste. Under the expansion, the landfill would be permitted a capacity up to 109.4 million tons, but this larger capacity would not be used all at once. Rather, the expansion represents a design for augmentation occurring gradually over a period of 30 years.

This plan has been carefully constructed to ensure maximum sensitivity to the surrounding environment and community. As one section of the landfill reaches capacity, it will be incorpo-

rated into the existing landscape and returned to its original, natural contours.

Although the landfill will be zoned to include a larger area, the actual land in active use will remain approximately the same size as the current site. El Sobrante will use only a fraction of the project site at any given time, minimizing impacts for neighboring areas.

Care has also been taken to minimize traffic impact. The expansion result will average only an additional five trucks per hour. Additionally, planning has been designed to reduce air emissions of trucks transporting waste to the site; instead of many smaller trucks being used (as happens currently), waste will be transported using only one large truck, reducing both traffic and pollution.

*"Expanding El Sobrante could create more than \$60 million in direct economic impact in the first 14 years of operation alone."*

## The solution to Riverside County's needs

Expanding El Sobrante landfill meets Riverside County's need for a convenient, affordable and environmentally sound waste disposal site. Whether one evaluates the situation in terms of environmental protection or economic advantages, USA Waste's El Sobrante Landfill benefits Riverside County.

## Further information

The expansion of El Sobrante has been described by Riverside County officials as a critical element in planning for the county's future waste disposal needs. Consequently, it is also a critical element for the future of Inland Empire businesses, too. That is why USA Waste is committed to providing excellent hauling and disposal services to all of its customers in the Inland Empire.

If you would like to learn more about USA Waste, or become a supporter of its waste hauling operations and the expansion of the El Sobrante Landfill, call (909) 781-2240.

## ENVIRONMENTAL

## Supervisor objects ...

continued from Page 3

Nelson, director of the county Waste Resources Management District.

The figure is a sum of the costs to expand a pair of county-owned landfills: Badlands, northeast of Moreno Valley, and Lamb Canyon, south of Beaumont.

Nelson pointed out that the \$130 million figure is a little misleading. It primarily consists of development costs that would also have to be paid if El Sobrante is expanded. The difference is that in the El Sobrante case USA Waste Services Inc. would finance development costs and then negotiate those costs into the gate fee charged to trucks hauling trash for counties and cities.

Either way, the financial quandary can not be ignored. With no new dump space, the county will run out of room for its trash in 2007 or 2008, depending on which population projection is used, Nelson said.

That is one reason why Supervisor Bob Buster is willing to keep talking to USA Waste and Eagle Mountain Landfill developers Kaiser Ventures Inc. and Mine Reclamation Corp. Buster, too, has hesitations about shipping trash from Los Angeles to Riverside.

"I think every county ought to take care of its own junk," Buster said. But "if we don't have El

Sobrante, we would have to expand those [county-owned landfills] at much greater expense."

Some USA Waste officials have said that claims such as those brought by the supervisors are exaggerated. Company representatives have made several points to ease waste transportation fears and other objections raised by supervisors.

The representatives say that if the expansion is approved, a maximum of five trucks per hour will traverse county highways during off-peak hours. To have hauling trucks stuck in traffic would cost too much, said Raymond Grier, a district manager for USA Waste.

And they point out that the total 100 million-ton planned expansion from 9.4 to 109.4 million tons will happen over a period of 30 to 40 years.

"It's not an overnight deal," said Patrick O'Reilly, a representative with USA Waste's public relations firm, Stoorza Ziegler & Metzger.

O'Reilly said that the true nature of supervisors' objections is an investigation by the Federal Bureau of Investigations into Western Waste Industries, which was acquired last year by USA Waste. Western is under investigation in relation to corruption scandals in Compton and Louisiana.

All five Riverside county supervisors and about a dozen other

county officials received subpoenas last year in connection with the FBI probe.

Supervisor Tom Mullen said he considers USA Waste and Western Waste the same company. Mullen disputes the claim that he is taking out on USA Waste his frustrations on being hassled by the FBI.

The supervisor said his feelings are targeted at the owners of Western Waste, Kosti Shirvanian and his sister Savey Shirvanian, who have been implicated in corruption charges. Mullen said together the owners form the largest single stockholder in USA Waste, although that percentage is relatively small.

"Riverside County has no business doing business with them," Mullen said.

The supervisor has even tried to cut USA Waste out of negotiations to haul trash in unincorporated areas

of the county. The board of supervisors voted to exclude USA Waste in April and later overturned its own decision.

Supervisor Buster said it's premature to cut USA Waste out of the bidding process since the FBI investigation has been going on for a year and no charges have been filed.

No matter which supervisor talks, Riverside County has serious trash problems. Hauling contracts, El Sobrante and Eagle Mountain are all still pending and the latter two may never pass.

After concluding a public hearing on Eagle Mountain late last month, the board asked developers to cut in half the amount of trash shipped to the site. And three of the five supervisors, a majority, said they will likely vote against El Sobrante on principle or ask for a reduction in the amount of out-of-county tonnage.

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Christopher North, May, 1830

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# Environmental Companies Serving the Inland Empire

Listed Alphabetically

Company Name Address City/State	Billings (\$millions) 1996	Regional Breakdown % of \$ (millions) L.A./O.C./I.E.	Yr. Founded Headquarters No. Employees	Specialties	Ciente	Top Local Exec. Title Phone/Fax
<b>Advanced Environmental Tech. Svcs.</b> 5202 Oceanus Dr. Huntington Beach, CA 92649	\$66.2	65% 20% 15%	1973 Oakbrook, IL 4,400	Collection Transportation Treatment & Disposal	Aerospace Public Utilities Private Business	<b>Javier Manzano</b> Area Operations Mgr. (714) 379-6000/379-6010
<b>AeroVironment, Inc.</b> 222 E. Huntington Dr., Ste. 200 Monrovia, CA 91016	\$16	60% 10% 30%	1971 Monrovia 190	Air Quality Soil & Groundwater Environmental Audits	Local Industry Local Governments Law Firms, Military	<b>Robert Yelin</b> President (818) 357-9983/359-9628
<b>ALLWEST Geoscience, Inc. D.V.B.E.</b> 1205 N. Tustin Ave. Anaheim, CA 92807	\$1	15% 80% 5%	1992 Anaheim 13	Geotechnical Engineering Environmental Assessment Materials Testing, Surveying	Developers Commercial Cities, State & Federal Agencies	<b>Gene Farnsworth</b> President (714) 238-9255/238-1105
<b>Alan Geoscience</b> 25-A Technology Dr. Irvine, CA 92618	\$8	25% 60% 15%	1981 Irvine 69	Environmental Consulting Remediation Contracting Environmental Construction	Major Oil Companies Aerospace, Municipalities Local Govt. Agencies	<b>William T. Hunt</b> President/CEO (714) 753-0101/753-0111
<b>Berryman &amp; Henigar</b> 685 E. Carnegie Dr., Ste. 240 San Bernardino, CA 92406	WND	na	1975 San Diego 314	Civil Engineering Public Agency Consulting	Local Government Public Agencies	<b>Gerald Baril</b> Senior Vice President (909) 884-2500/(619) 778-1989
<b>Bradley Environmental Services</b> 1815 Wright Ave. La Verne, CA 91750	\$2.5	33.3% 33.3% 33.3%	1990 La Verne 20	Underground Storage Tank Removal, Installation, Environmental Assessment and Remediation	Public & Private	<b>Brad Downs</b> President (909) 596-7780/593-8441
<b>Brickley Environmental</b> 957 W. Reese St. San Bernardino, CA 92411	\$2.6	5% 5% 75%	1982 San Bernardino 30	Indoor Air Quality, Asbestos/Lead Abatement	Government, Municipal, Commercial Industrial/Residential	<b>Tom Brickley</b> V.P./General Manager (909) 888-2010/881-3433
<b>Bryan A. Stirrat &amp; Associates</b> 1360 Valley Vista Dr. Diamond Bar, CA 91765	\$8.5	20% 30% 30%	1984 Diamond Bar 60	Solid Waste Management, Site Characterization, Remediation, Closure, Monitoring, Geo Technical Regulatory Permitting	Public & Private Waste Mgmt. Agencies Manufacturing Firms Financial Institutions Legal Firms	<b>Bryan A. Stirrat</b> President (909) 860-7777/860-8017
<b>Camp Dresser &amp; McKee, Inc.</b> 430 N. Vineyard Ave., Ste. 310 Ontario, CA 91764	\$8	40% 30% 30%	1947 Cambridge, Mass. 2,200	Water, Waste Water, Solid Waste Environmental Management	Local Government Industry State/Federal Govt.	<b>Richard W. Corneille</b> Vice President (909) 945-3000/945-1333
<b>Carnot</b> 15991 Red Hill Ave., Ste. 110 Tustin, CA 92780-7386	\$9	65% 25% 10%	1990 Tustin 63	Air Quality, Continuous Emission Monitoring System Engineering, Air Toxics, Emissions Testing	Utilities, Industrial Companies, Research Institutions, Independent Power Producers	<b>Barry McDonald</b> President (714) 259-9520/259-0372
<b>Chambers Group, Inc.</b> 8920 Limestone Ave., Ste. 309 Riverside, CA 92509	WND	na	1978 Irvine 48	CEQA/NEPA Compliance, Biological Resources, Marine & Aquatic Sciences, Cultural Resources, Regulatory Compliance, GIS	Developers, Attorneys, Military, Cities, State & Federal Agencies A/E Firms, Private Industry	<b>Sherman V. Smith</b> President/CEO (714) 261-5414/261-8950
<b>C.H.J., Incorporated</b> 1355 E. Cooley Dr. Colton, CA 92324	\$5.2	15% 5% 80%	1964 Colton 60	Environmental Phase I & II Assessments, Geotechnical Engineering, Geology, Construction Inspection and Testing	Lending Institutions, Private Developers, Government Agencies	<b>John L. Riddell, P.E.</b> President (909) 824-7210/924-7209
<b>Converse Consultants Inland Empire</b> 10391 Corporate Dr. Redlands, CA 92374	\$25	50% 20% 20% 10% (San Diego)	1926 Pasadena 324	Environmental Geotechnical Engineering, Site Investigation, Remediation, Asbestos, Air Quality, Geological & Hydrogeological Studies, Soils & Materials Testing	Commercial/Industrial/ Residential Financial Institutions Local State and Federal Agencies	<b>Quazi Hashmi</b> Principal-in-Charge (909) 796-0544/796-7675
<b>Dames &amp; Moore</b> 3602 Inland Empire Blvd., Ste. C-110 Ontario, CA 91764	\$26	40% 40% 10% 10% (San Diego)	1938 Los Angeles 3,500	Comp. Environmental Svcs., Multi Disciplinary Eng. Construction Mgmt., Water & Waste Water Eng., Solid Waste Mgmt., Litigation Support, Transportation	Public Sectors City/County Agencies Private Sector	<b>Brian Wynne</b> Managing Principal (909) 980-4000/980-1399
<b>E.A.R.T.H. Sciences &amp; Analytical Technologies</b> 237 S. Waterman Ave., Ste. B San Bernardino, CA 92406	WND	na	1993 San Bernardino 8	CA-DHS Certified Environmental Lab, Chemical/Biological Testing, Materials Characterization, Environmental/Technical Consulting, Bioremediation, Data Analysis	County of San Bernardino Public & Private Agencies Industrial/Commercial Firms	<b>D.R. Chance/C.J. Kiser</b> Lab Dir./Tech. Dir. (909) 888-6544/885-7037
<b>Earth Systems Consultants</b> Southern California 79-811B Country Club Dr. Bermuda Dunes, CA 92201	WND	0 0 100%	1969 Bermuda Dunes 18	Soil, Groundwater Investigation, Remediation Property Transfer Assessment Underground Storage Tanks	Oil Companies Commercial, Industrial Local Government	<b>Craig S. Hill</b> Vice President (760) 345-1588/345-7315
<b>Ecologies Lehr</b> 4125 E. La Palma, Suite 300 Anaheim, CA 92807	\$3.4	30% 50% 20%	1982 Anaheim 27	Toxicology/Risk Assessment, Industrial Hygiene & Safety, Env. Engin., Env. Health Ser., Training, Asbestos, Geotechnical, Lead-Based Paint Mgmt.	City of San Bernardino I/DA, Riverside Waste Management, ARCO, Fleur	<b>Fredrick M. Culmann</b> President (714) 528-0000/528-3300
<b>EMCON</b> 732 East Carnegie Drive, Suite 125 San Bernardino, CA 92408	\$122.5	\$5.9 \$3.5 \$1.2	1971 San Mateo 1,200	Solid Waste Management Underground Storage Tanks Recycling	Cities & Counties Transportation Private	<b>Douglas K. Garfield</b> Mgr., So. Calif. Operations (818) 841-1160/846-9280
<b>ENSR Consulting and Engineering</b> 17952 Sky Park Circle, Suite E Irvine, CA 92614	\$128	na \$3.2 na	1964 Acton, MA 1,000	Environmental Mgmt., Haz. Waste Mgmt. Remediation Sys. Dgn. & Installation Auditing Permitting	Law Firms Financial Institutions Manufacturing, Aerospace	<b>Jerome R. Zimmerle, P.E.</b> Dept. Manager (714) 752-0403/752-9428
<b>E.S. Babcock &amp; Sons, Inc.</b> 6100 Quail Valley Court Riverside, CA 92507	\$3.1	na na 80%	1906 Riverside 45	Drinking Water Analysis Waste Water Analysis Ground Water Analysis Hazardous Waste Analysis	Industries City Departments Municipalities Waste Water Treatment Plants	<b>Allison Mackenzie</b> V.P./General Manager (909) 653-3351/653-1662
<b>Foster Wheeler Environmental Corp.</b> 611 Anton Blvd., Ste. 800 Costa Mesa, CA 92626	\$3.5 (Local)	65% 10% 25%	1891 New Jersey 1800	Site Investigation, Remedial Design Remedial Construction Risk Assessment	Industry, Legal Fed./State/Local Agencies	<b>E. Essi Esmaili</b> Office Manager (714) 444-5500/444-5560

\*\* = Headquartered in the Inland Empire N/A = Not Applicable WND = Would Not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss Copyright 1997 Inland Empire Business Journal.

# Environmental Companies Serving the Inland Empire

Listed Alphabetically

Company Name Address City/State	Billings (\$millions) 1996	Regional Breakdown % of \$ (millions) L.A./O.C./I.E.	Yr. Founded Headquarters No. Employees	Specialties	Ciente	Top Local Exec. Title Phone/Fax
<b>Geo-Cal, Inc.</b> 4370 Hallmark Dr., Ste. 101 San Bernardino, CA 92407	\$7	60% 5% 35%	1992 San Bernardino 6	Environmental Engineering (Phase I, Phase II, Remediation), Geotechnical & Civil Engineering	Local Governments, Public Agencies, Legal Firms, Financial Institutions, Private Businesses	<b>Deana Viscal</b> President (909) 880-1146/880-1557
<b>GEOTEST</b> 3960 Gilman Long Beach, CA 90815	\$2	60% 30% 10%	1985 Long Beach 25	CA State Certified Mobile Labs. CA State Certified In-House Labs. Full Service	Oil Companies Local, State & Federal Governments, Bnkg/Legal	<b>Cheryl K. Mooradian</b> President (310) 498-9515/597-0786
<b>Groundwater Remediation</b> 1963 N. Main Street Orange, CA 92715	\$2	na	1984 Orange 25	Soil & Groundwater Remediation Phase I & II/Site Assessment Tank Removal	Fortune 500 Companies Riverside County Private Companies	<b>Cyrus Namini</b> President (714) 282-6676/282-5644
<b>Harding Lawson Associates</b> 330 N. "D" St., Ste. 310 San Bernardino, CA 92401	\$120	30% 60% 10%	1957 Novato, CA 950	Hazardous/Solid Waste Management Geotechnical and Environmental Engineering Geological and Hydrogeological Studies	Local/State/Federal Government Public and Private Sector Transportation Agencies, Industry Manufacturing	<b>Matthew McCullough, P.E.</b> V.P./So. Cal. Operations (909) 888-1690/888-5571
<b>Inland Foundation Engineering, Inc.</b> 1310 S. Santa Fe Ave. San Jacinto, CA 92583	WND	0% 5% 95%	1978 San Jacinto 16	Geotechnical Engineering, Environmental Assessment, Soils & Materials Testing	Private Sector, Local, Municipal & County Agencies	<b>Lawrence Strahm</b> President (909) 654-1555/654-0551
<b>Ipec Global, Inc.</b> 1047 E. Acacia Ontario, CA 91761	WND	32% 33% 25%	na Ontario 9	Phase I & II Site Assessments, Permitting	Financial Institutions, Commercial Real Estate	<b>Kra Emilio</b> President (909) 930-0999/930-0900
<b>Jorgensen Environmental, Inc.</b> 2602 Inland Empire Blvd., Ste. B220 Ontario, CA 91764	\$4.8	20% 20% 45%	1988 Ontario 20+	Regulatory Compliance, New Facilities, Engineering, Risk Assessment, Site Assessment, Permitting	Industry, Pharmaceuticals, Law Firms	<b>Daren Jorgensen</b> President (909) 483-3300/483-3306
<b>Keith Companies, The</b> 22690 Cactus Ave., Ste. 300 Moreno Valley, CA 92553	\$20.2 (sales)	15% 40% 45%	1983 Costa Mesa 300	Archaeology/Paleontology Environmental, Phase I Assessments SEQA/NEPA Documentation, Studies, EIR Reports	Government Agencies Private Developers, Private Industry	<b>Richard T. Robotta</b> President (909) 633-0234/633-5308
<b>Kleinfelder, Inc.</b> 720 E. Carnegie Dr., Ste. 210 San Bernardino, CA 92408	\$67	\$4.7	1961 Walnut Creek 800	Remediation, Health Risk, Assessment, Water Res. Environ. Compliance, Solid Waste Mngt. Geotech. Eng., Air Quality, Const. Matrix Testing	Local/State/Fed. Govt., DOD Transportation Agcy., Industry, Mfg. Public & Private Sector	<b>Bartlett W. Patton</b> Regional Manager (909) 396-0335/396-1324
<b>Leighton and Associates/Enviropacific</b> GTG Companies 17781 Cowan Irvine, CA 92614	\$16	20% 50% 10% 20% (San Diego)	1961 Irvine 150	Environmental Services Geotechnical Engineering Construction Mats Testing	Private Developers State-City Agencies Transportation Agencies Oil-Mfg. Industries	<b>Bruce R. Clark, Ph.D.</b> President (714) 250-1421/250-1114
<b>Lockman &amp; Associates</b> Inland Empire Regional Office 3200 E. Inland Empire Blvd., Ste. 130 Ontario, CA 91764-5513	\$3	50% 20% 30%	1964 Monterey Park 18	Solid Waste Management Planning and Design Services	State/Local Government Private Industry Institutions	<b>C.W. Lockman, P.E.</b> President (909) 944-6988/948-8508
<b>Marcor of California, Inc.</b> 12940 Sunnyside Pl. Santa Fe Springs, CA 90670	\$12 \$40	75% 10% 15%	1980 Baltimore 500	Asbestos Abatement Lead Abatement Facility Decontamination	Commercial Properties Aerospace, Utilities	<b>Matthew Westrup</b> Vice President (310) 906-2628/944-2388
<b>McLaren/Hart Environ. Engineering Corp.</b> 16755 Von Karman Ave. Irvine, CA 92606	\$75	50% 40% 10%	1977 Rancho Cordova 500	Remedial Investigation/Feasibility Study Engineering Remediation/ Risk Assessment	Private Industry, Department of Energy, Department of Defense	<b>Hassan Amini</b> Vice President (714) 756-2667/756-8460
<b>Michael Brandman Associates</b> 290 N. "D" St., Ste. 504 San Bernardino, CA 92401 (Address Effective August 10, 1997)	\$6.5	25% 25% 15%	1982 Irvine 30	CEQA/ NEPA Documentation Biological Assessments Planning Services	City of Riverside RCTC Lewis Homes	<b>Michael Brandman, Ph.D.</b> CEO (714) 250-5555/250-5556
<b>Norcal/San Bernardino, Inc.</b> 222 W. Hospitality Lane, 2nd Floor San Bernardino, CA 92408-3220	WND	0 0 100%	1989 San Bernardino 105	Recycling Landfill Management Waste Prevention	NA	<b>Jim Walsh</b> V.P./Regional Mgr. (909) 386-8701/386-8646
<b>PSI</b> 3960 Gilman Street Long Beach, CA 90815	\$180	60% 30% 10%	1972 Lombard, IL 2,500	Phase I, II, III Site Assess., Enviro. Audits Water Supply Development Hazardous Waste Management Remediation Syst. Design & Installation	Aerospace, Mjr. Oil Cos. Local, State & Federal Governments Banking & Legal	<b>Michael M. Mooradian</b> President (562) 597-3977/597-8459
<b>Quaternary Investigations, Inc.</b> 300 W. Olive St., Suite A Colton, CA 92324	WND	20% 20% 60%	1991 Colton 6	Environmental Site Assessments Soil & Ground Water Sampling Soil & Ground Water Remediation Soil Conductivity	Manufacturing Firms Attorneys Cities	<b>Tony Morgan</b> President (909) 423-0740/423-0743
<b>Ralph Stone &amp; Co., Inc.</b> 10954 Santa Monica Blvd. Los Angeles, CA 90025	\$86.5	70% 15% 15%	1953 Los Angeles 12	Envir. Ph. I, II, III Property Assessments, Soil Grndwtr, Asbestos, Leadpaint, Haz. Waste Mgmt. Compliance Audits, Stormwater Pollution Mgmt.	Banks, Insurance Companies Governments	<b>Rick Kahle</b> President (310) 478-1501/478-7359
<b>RES Environmental, Inc.</b> 865 Via Lala Colton, CA 92324	WND	90% 5% 5%	1986 Colton 10	Regulatory Compliance Monitoring, Air Toxics Testing, PM-10 Particular Monitoring, Air Quality Instrument Repair, Weather Forecasting	Landfills, Construction Oil Refineries, Industry Government & Regulatory Agencies	<b>Betty Roberts</b> President (909) 422-1001/422-0707
<b>RMS Environmental, Inc.</b> 14 Hughes, Suite B-201 Irvine, CA 92718	WND	30% 60% 10%	1989 Irvine 14	Environmental Site Assess., Soil & Groundwater Characterizations Remedial Design & Construction Management Groundwater Monitoring Plans	City of Huntington Park F.D.I.C. Case Tractor & Equipment Co. Irvine Ranch Water Dist.	<b>Hannes H. Richter</b> President (714) 380-8225
<b>Tetra Tech, Inc.</b> 348 W. Hospitality Lane, Ste. 300 San Bernardino, CA 92408	WND	20% 0% 80% (San Bern. Office Only)	1966 Pasadena 1800	Environmental Science & Engineering Hazardous Waste Mngmt. & Remed. Groundwater Mngmt. & Remed.	DOE U.S. Air Force EPA	<b>William R. Brownlie</b> Sr. Vice President (909) 381-1674/889-1391

continued on Page 26

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If you own an underground tank installed prior to 1984, you have less than 18 months to either upgrade, replace, or remove your tank. The Federal and State deadline is December 22, 1998. Those who miss the deadline will be subject to cancellation of your insurance coverage, fines, and you will also jeopardize any claim to the state cleanup fund which provides financial assistance for soil and ground water impacted by leaking underground tanks. Don't wait until it's too late.



Contact: TIM BURO

VECTOR THREE ENVIRONMENTAL, INC.

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3408 CHINO AVE., CHINO, CA 91710

## Using Geophysical Applications to Solve "Earthy" Problems

by Laura L. Cathcart

Earl owns a two-acre property. This property used to contain active oil wells; now they are abandoned. There may be abandoned utilities or other buried metal on his property. Earl would like to sell this property, but he needs an accurate location of all oil wells and other buried metal.

Vern is installing a storm drain line in an area with existing utilities, some of which are high-powered electric lines. He needs an accurate location of all utilities in the area.

Mabel is working on contamination problems associated with

a landfill. She would like to locate the alluvium/bedrock interface and construct stratigraphic cross sections to correlate thin clay and sand layers.

Earl, Vern and Mabel have distinctly different problems that require technical solutions. Applying geophysics, Converse Consultants can find solutions to these and many other problems. We stress quality and person-to-person communication to get the job done right.

Laura Cathcart, R.Gp., is a registered geophysicist in the state of California with Converse Consultants.

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## Environmental Companies Serving the Inland Empire

continued from Page 25

Listed Alphabetically

Company Name Address City/State	Billings (\$millions) 1996	Regional Breakdown % or \$ (millions) L.A./O.C./I.E.	Yr. Founded Headquarters No. Employees	Specialties	Clientele	Top Local Exec. Title Phone/Fax
The Earth Technology Corp. 1461 Cooley Dr., Ste. 160 Colton, CA 92324	\$11.4	na	1970 Long Beach 1800	Environmental Studies (NEPA/EQA) Hazardous Waste Management Geotechnical Services	Department of Defense Utilities Commercial Industries	Sandra Cutilino Vice President (909) 424-1919/424-1924
TRC Environmental Corporation 21 Technology Drive Irvine, CA 92718	WND	70% 20% 10%	1970 Windsor, CT 650	Air Permitting Hazardous Waste Air Measurement	Transportation Industrial/Manufacturing Private Industry	Bill Cote Mgr., Western Region (714) 581-6860/727-7399
Ultrasonics Environmental, Inc. WBE/DBE 26461 Crown Valley Pkwy., Ste. 140 Mission Viejo, CA 92691	\$1.2	70% 15% 15%	1994 Mission Viejo 10	CEQA/NEPA Documentation, Project Planning/ Technical Studies, Mitigation Monitoring & Implementation, Air/Noise/Biological/Arch/Paleo, Solid Waste Planning	Cities, Counties, State, Federal Agencies/Industrial Legal Firms, Developers, Commercial, Public Utilities	Betsy A. Lindsay Principal (714) 367-8888/367-8890
United States Filter Corporation 40-004 Cook St. Palm Desert, CA 92211	\$1,376	10%	1953 **Palm Desert 10,000	Water & Wastewater Treatment/Services Filtration	Marathon Oil, ICO, GM Cargill, Intel, Coca Cola Auhseuer-Busch	Richard Heckmann CEO/President (760) 340-0098/341-9368
Vector Three Environmental Inc. 3408 Chino Ave. Chino, CA 91710	\$1.2	30% 30% 40%	1985 **Chino 4	Underground Tank Removal & Installation Environmental Clean-up Hazardous Waste Removal	Local/State/Fed. Governments Military Posts Banks & Private Industry	Donald L. Hollenbeck President (909) 627-0627/627-4464
Victory Environmental, Inc. 14726 Ramona Ave. Chino, CA 91710	WND	na	1997 **Chino 1	Lead Inspections Asbestos Inspections Radon Inspections	James Russell & Assoc., Remax & Gold Star Properties, Realtors	Loretta Hollenbeck President (909) 591-9922/627-4464
Western/USA Waste Services (I.E. Dist.) 800 S. Temescal Corona, CA 91719	WND	0 0 100%	1955 **Corona 200	Waste Collection & Recycling	Residential Commercial Industrial	Don Blind District Manager (909) 734-5630/272-0438
Woodward-Clyde Consultants 2020 East First Street, Suite 400 Santa Ana, CA 92705	WND	65% 25% 10%	1950 Denver, CO 2,500	Environmental Engineering Waste Management Geotechnical Engineering	Government Agencies Private Entities Industrial Companies	Steve Pearson Vice President (714) 835-6886/667-7147

\*\* = Headquartered in the Inland Empire N/A = Not Applicable WND = Would Not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss Copyright 1997 Inland Empire Business Journal.

# ENVIRONMENTAL

ADVERTORIAL

## Ultrasonics ...

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At the federal level, ULTRASYSTEMS works with the Army Corps of Engineers, United States Forest Service, and the Bureau of Land Management in securing discretionary permits and approvals for its clients.

At the State level, ULTRASYSTEMS obtains project approvals through the California Department of Fish and Game, California Integrated Waste Management Board, Regional Water Quality Control Board, and South Coast Air Quality Management District.

ULTRASYSTEMS' continued success is a direct result of its corporate commitment to apply environmental systems and control technologies to all its engineering and construction projects. Its environmental specialists work in close coordination with in-house scien-

tists, engineers, and other engineering professionals to provide a full range of environmental services.

ULTRASYSTEMS has experience in every facet of the CEQA and NEPA process, from conducting early public/agency consultations to the implementation of mit-

igation monitoring programs during construction and subsequent to project operation. ULTRASYSTEMS implements noticing requirements, conducts extensive outreach activities, develops and implements citizen participation programs, and participates in community workshops and public hear-

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Montclair Plaza  
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Comcast Cablevision  
invites you to attend the Fourth Annual

*Evening at the Plaza*

to be held on

Sunday, August 17, 1997

7:00 - 11:00 p.m.

at Montclair Plaza  
Montclair, California

Tickets: \$45.00 per person  
(Cocktail Attire)

All proceeds benefit:

Wignall Museum/Gallery  
Montclair Youth Sponsorship Fund  
American Red Cross



For general event  
information or to  
charge your  
tickets by phone,  
please call  
909-941-2704

## 4th Annual Gala to Benefit Local Charities

Put some sparkle in your summer ...  
plan to attend the Inland Empire's finest



food and wine tasting event. The Fourth Annual Evening at the Plaza will be held on Sunday, August 17, 1997 from 7:00 to 11:00 p.m. at the Montclair Plaza. Presented in association with Comcast Cablevision, this gala evening will be attended

by over 1,200 guests who will be totally immersed in the joys of gourmet cuisine, fine wines and beverages, musical entertainment on five stages and dancing at the Plaza's Center Court to the sounds of The Little Big Band. Each year this elegant evening event has benefitted local charities. The 1997 charities include: The Wignall Museum at Chaffey College which will be celebrating their 25th year of presenting high quality exhibitions and education

programs to area residents; the Montclair Youth Sponsorship Fund whose programs seek to provide access to safe, healthy and enriching activities for at-risk and low income youth; and the American Red Cross who for more than 80 years has been helping families in the Inland Valley.

This event has become an important source of program funding for each of these non-profit organizations as traditional support has dwindled in recent years. Evening at the Plaza has become a

unique annual community event involving dozens of businesses and individuals who give generously to enrich our community through their support of these organizations. For additional information, please call 909-941-2704.

## Participating establishments to date include:

A&J Cheese • Applebee's • Aruffo's Italian Cuisine • Cafe Indigo • Callaway Vineyards • Claremont Inn • Crescent City • Doubletree Inn • Espresso Yourself • Fiskinger Winery • Foothill Beverage Company • Galeano Winery • Gloria Jean's Coffee Bean • Graber Olives • Haagen Dazs • Halgren's Candies • Impressions Gourmet Catering • J. Filippi Winery • Logan's Candies • Mountain Meadows Country Club • New Peking Chinese Restaurant • Olive Garden Restaurant • Pit Stop Bar B Q • Pacific Grille • Ontario Airport Marriott • Red Lobster • Riverside Brewing Co. • Romano's Macaroni Grill • Quinta Real Restaurant • Starbucks • Trader Joe's • Tutti Mangia • Wolfe's Market & Catering • Wolfgang Puck Cafe • Zendejas Mexican Restaurant

Nicole Ihlenfeld is a business development specialist with McLaren/Hart.



## For Small Business, The Money Store Makes the Difference

by Mark Hogan

When it comes to customer satisfaction, The Money Store's dedication to both brokers and small-business owners sets it apart from all other SBA lenders; that's The Money Store difference.

The Money Store Investment Corporation, the commercial lending division of the company, is the most extensive in the SBA loan industry, with representatives extending from the Inland Empire all across the United States. We are able to provide a borrower every facet of commercial lending, including financing for owner-user commercial real estate, ground-up construction, renovation, remodeling, business start-ups, plus medical, dental and veterinary practice acquisitions.

Our financing approach comes

complete with a sophisticated system of technology and communication, all designed to help support that "thinking-outside-the-box" approach to a quick and thorough resolution. The overriding goal for every member of The Money Store's team is to make deals work for the borrower! Borrowers such as Frank Richardson, who needed financing to build KARCO Engineering, a high-tech vehicle crash test facility in the desert near Adelanto.

"We wanted to go with an SBA loan because we wanted to start a business but didn't have the immediate cash resources," Richardson said. "It took a lot of work on both sides, but it went very well."

The foresight and flexibility of The Money Store is primed to handle deals of any size or structure. From the start-up veterinary clinic

of Dr. Doug Glover, to the ground-up construction of a huge, ultra-modern crash-test facility in Adelanto, The Money Store gets the deal done.

Customer service—working with participants every step of the way—is what sets The Money Store apart from other lenders. That's a fact to which some of the state's most successful brokers can attest.

"One of the great strengths of the folks at The Money Store is their consistent follow-up," said John Mulrooney, of Lee & Associates, commercial brokers in Ontario. "They know what I need and how I operate in my business. They treat their customers with the same kind of respect."

For a glance at how The Money Store is performing overall, one look at the company's NASDAQ (MONE) numbers over the past few

years will provide a solid answer. This is a company that knows how to grow.

In all areas of The Money Store, teams of experienced professionals are working toward the common goal of making life a little better for those in need of financing. They do it with the knowledge and confidence that what The Money Store has to offer its borrowers are high quality programs and service to match.

*Mark Hogan is a business development officer with The Money Store Investment Corporation's Inland Empire (TMSIC) office, specializing in SBA loans to small- to mid-size businesses. TMSIC has been the nation's number one lender of SBA-backed loans since 1983 and is a preferred lender in the state of California. His phone number is*

ADVERTORIAL

## Credit Available Regardless of Credit History

Any person, regardless of credit history (current bankruptcies, etc.), can obtain an unsecured VISA card and rebuild his or her credit without waiting the customary seven to 10 years. Clients of American Fair Credit in Ontario include many people earning more than \$100,000 annually who cannot obtain credit of any kind because of circumstances beyond their control (medical emergencies, divorce, etc.).

The company is publicly traded on the NASDAQ Stock Exchange, banks with an FDIC approved institution and is a member of the Better Business Bureau. The firm boasts a membership of more than 500,000 nationwide who have suffered financial setbacks and are now rebuilding.

Their Inland Empire location at 3200 Inland Empire Blvd., Suite 217, is one of more than 400 offices coast-to-coast.

The Merchants Division of American Fair Credit provides businesses with the lowest discount rate available to process VISA and MasterCard billings, 1.49 percent. The division approves all businesses regardless of their credit history or lack thereof.

The company uses the latest technologically advanced terminals and can process all major credit and debit cards. Terminals are available on various affordable lease or purchase programs. American Fair Credit specializes in new businesses and will send a trained consultant to answer all questions.

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Phone 909-989-1005, Fax 909-989-1566

## Where to Place that Radio Ad

by Rebecca Jo James

Just the words "fiscal-year end" can send a shiver up the backs of marketing executives. That is the time when every line item in their budget either falls into place or gets yanked out—and those decisions are based on what the company got in return for its marketing dollars.

Advertising on the radio has risen in the ranks of importance with marketing aficionados and presidents of companies.

Germán Barrera, president and owner of Alcanía Publications, recently broke the 150,000 mark in distribution and attributes his success to hard work and advertising.

"I like to advertise my publication on KCAL Radio," Barrera said. "They are the oldest Spanish-speaking radio station in the Inland Empire and they target the audience I want—all the way from Corona to Victorville."

Barrera said that he can get lower advertising rates in the Inland Empire than he can from the Los Angeles-based radio stations.

"The beauty of the Inland Empire stations is that the little guy can get up there and get some exposure at a decent rate."

Targeting the monolingual Spanish-speaking community works better for Barrera than going after a bilingual community. On a "mainstream" radio station, the types of listeners are more varied than those listening to a monolingual station. This means the bilingual listeners could "flip back and forth" between radio stations, Barrera said.

"With a monolingual station, you have a specifically targeted group of individuals with similarities," he explained. "If you advertise on a Spanish-speaking station, you know you will have Spanish-speaking individuals listening to it."

Although Barrera said he doesn't get new customers because of his radio advertising, he does get name recognition.

"To reach the Hispanic community, you need to become a household name for them to trust you," he said. "We advertise to remind the listener that Alcanía is there to help them and be there for them."

When Dr. Greg Williams, administrative director of marketing for Loma Linda University Medical Center, begins an advertising campaign, he combines at least four levels of media: radio, television, print and community events.

"Radio alone is not as strong as radio in combination with print advertising," Williams said. "A combination can be

dynamic. It's like a chair: You need multiple legs to keep it up."

Always keeping the medical center's philosophy in mind, Williams uses the air waves to educate the public either through educational "how to" advertising or about health fairs and open enrollment.

"It is in total opposition to marketing strategies," he laughs. "We educate the public to keep them healthy and out of the hospital. By creating health-care awareness, however, we believe it's a win-win situation."

Like Barrera, Williams also targets part of his advertising efforts on the Hispanic community. Six months ago, the hospital developed a radio show hosted by a husband and wife team who are also an attorney and a doctor, respectively.

"They have become semi-cult figures within the community," Williams said. "More calls come in than they can take. Even when the radio show is off the air, they stay later and answer all the questions."

Williams decides whether or not to use a particular radio station based on two issues: the reach, measured by the arbitron ratings, and the demographics of the people who listen to the station.

"Women make the majority of the health-care decisions," Williams said. "So we would look for a strong female listening audience. When we advertise our senior care, we look for a station that supports those demographics."

## Writing the Perfect Radio Ad

by Joe Lyons

Writing a radio commercial is a lot like parenting: Too many people are doing it and not enough know how!

The fact of the matter is that writing a radio commercial requires a certain discipline, like writing Shakespearean sonnets or Japanese Haiku. The first thing to remember is that most radio ads are one minute long. Less than one percent are 30 seconds long, and most of those are for network or sportscast advertising.

Rule two is to mention the name of the sponsor at least five times in the one-minute commercial. There have been some commercials that actually mentioned the competition more than the company who was paying for the time. Try to avoid that if you can.

The third thing to remember is that the most important part of your commercial is the very first sentence. That's what gets

Although price becomes the bottom line and sometimes the demise of some marketing strategies, it plays a minor role for the "serious" radio advertiser.

As director of communications for InterValley Health Plan in Pomona, Cindy O'Brien has learned how to cut corners in advertising costs while still getting full benefit of the air time.

"Cost per impression is important," O'Brien said. "You need to know how many people are reached by the radio station. Then, you can decide on a fair value for your advertisement."

O'Brien works with an ad agency in the development of her radio ad, but she handles negotiations with the radio stations.

"You really need to look at the time slots," she explained. "Sometimes the radio station determines the time when your ad will run. But if you've done your homework, you will know when your targeted audience is listening. Be firm and ask a lot of questions. Make sure the radio's demographic data is correct."

O'Brien also works with the radio stations on pricing.

"Generally, you can negotiate off their rate card," she said. "But we get an additional 15 percent discount because we purchase the air time ourselves. That 15 percent would normally go to an advertising agency if they placed the ad. It takes a little more time and effort, but it's worth it."

the attention and at the very worst—if they're going for the tuner—at least they'll hear your first sentence. Therefore, rule three says that this should be a "grabber" opening sentence. Don't stick your phone numbers and addresses here. The best idea is a simple, clear and declarative sentence. And never start with "For all of your (fill in the blank) needs." Avoid the trite and the banal. If you can't do that, at least don't be boring.

Once you've got these three rules down pat and that first sentence reads like the first line in a Hemingway novel, the rest of the rules are mostly things not to do.

Do not treat the commercial like a menu. Do not put everything you do into that one spot. Figure out the one thing that you want to say and say it.

Too many advertisers ask me about

continued on Page 31

RADIO

## BUSINESS TO BUSINESS COURIER SERVICE



Your Intra-County business mail will be picked up by courier  
**TWICE** a day and hand delivered on our next route.

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# RADIO

## Using and Abusing the Public Service Announcement

by Joe Lyons

Few things in broadcasting are as misunderstood as the public service announcement (PSA). The PSA is more confusing than the Emergency Broadcast System or the Political Advertising Rate.

What the PSA is supposed to be is an announcement "in the public interest" for the community of the radio or TV station's city of license. Things like school car washes and concerts in the park qualify for use in a PSA. What the PSA is not, is a way for commercial entities to get free advertising.

Too often I have been approached by companies or promoters who figured that if they just plugged a charity into their event, the media would have to promote it at no charge.

I have always been able to tell when a concert or big commercial festival is in trouble because they cancel their cash advertising and announce that they are giving "a percentage of the profits" to some worthy cause or another.

I was even contacted once by a pizza shop owner who thought that if he made heart-shaped pizzas for Valentine's Day, we would have to announce it for free because he thought that such a thing should be broadcast in the public interest. Do I have to tell you what my response was?

Another important piece of information about the PSA is that it must be local. It does no good for a San Bernardino-based radio station to announce a car wash put on by the Girl Scouts of Long Beach—better they should work with the local troops.

And herein lies the other problem: While too many "for profit" companies are trying to scam free advertising through the PSA, too many legitimate local groups don't have a clue as to what they should be doing. Many times I have talked to people after the fact who didn't understand why things failed so badly when they had sent a letter to their favorite Los Angeles radio personality. Forget that many of the

L.A. personalities are actually in New York or Chicago or wherever. Even if they are "live" in Los Angeles, they are more concerned about their own market than about us out here—unless your group has agreed to pay them some outlandish L.A. appearance fee. The local broadcasters would have come out for 10 percent of that.

Local nonprofit groups need to introduce themselves to all of the local radio stations, all of the local cable companies, all of the Inland Empire's seven broadcast television stations and as many of the newspapers and magazines as they can gain access to in the 909 and 760 area codes.

Then they must determine the particular needs of each facility. Everyone is different. I mentioned this at a U.C. Riverside symposium once and the next five questions indicated that nobody heard what I said.

So let me say it here in print. If you are a legitimate nonprofit group with a California I.D. number, find out what each local media outlet needs. Some only want a typed 10-second message to read between records. Some will take a 30-second script. They may even record it. If you can find a radio station that will volunteer to record your message, see if they will do a 30-second and a 60-second version and let you have copies for other local stations.

Remember that nobody likes cassettes. Even if you bought an expensive blank tape and recorded your announcement in your own living room—don't bother. It will not be "broadcast quality."

TV can be more expensive. Video production costs money. Unless, of course, one of the local channels or cable systems is helping to sponsor your event. Then they may be willing to produce your commercial at little or no charge and run it wherever they have the availability.

Do not expect prime time when your announcement runs. Cash advertisers pay big bucks for that time. PSAs will be used on an "as available" basis. Be thankful for

what you get.

On the other hand, you may find a commercial advertiser who wants to run your message in their ads. Then your message gets the respect that the cash sponsor pays for. But be nice to these people; treat them as your underwriters or "in-kind" providers and remember them when you hand out your thank yous.

Legitimate local community projects, designed for the good of the city, are always welcome. Just remember that free air time and print space are a limited commodity and you are competing with every other worthy cause in the area.

If you are a local advertiser who wants to score some big points with your ad budget, you would do well to hook up with a local charity and promote your promotion of them. But if you are just a business looking to get a free ride—don't do it.

When I worked in Seattle, we got hold of a memo from a prominent national tax preparation service that told all of their local offices that they were not buying advertising in that town that year. They advised their people to go on all of the local talk and call-in shows to discuss taxes. Do you understand why the local stations shut them out once the memo got passed around?

Since 1932, the Federal Communication Commission has made it clear that the air waves belong to the people. Companies licensed to use the air waves must serve the public good. They serve at your behest, but they have the right to get ugly if you abuse the privilege.

*Joe Lyons is the vice president of the advertising agency Quinn-Lamb Media and his voice has graced radio and television since the 1960s.*

## What's ahead in the

### INLAND EMPIRE business journal

#### Special advertising opportunities

Focus Supplement Ad Close

#### September

Financial Institutions  
Mortgage Banking  
SBA Lending  
Commercial Interior Design Firms  
"Who's Who" in Health Care  
Inland Empire Airports  
Golf Guide to Southern California

August 20

#### October

Economic Development  
Lawyers/Accountants  
Software Companies  
HMO/PPO Enrollment  
Building and Development  
Telecommunications  
Office Technology/Computers  
"Who's Who" in I.E. Hospitality

September 20

For more information on any of these issues  
please call (909) 484-9765 ext. 21 or 26

# RADIO

## Change Is in the Wind

by Joe Lyons

What has happened to your favorite radio station? Why is the DJ who woke you up every day suddenly gone? I can tell you. I have been there. I have been a part of radio's demise. The fingers that type these words have turned off transmitters. Some stories I might tell you, someday. Some stories I can never tell you.

What I can tell you is that often the death of your station has nothing to do with your loyalty. It has more to do with business: profit and loss.

No matter how "hip," "trendy" or "cutting edge" a station may seem to be, the fact is that the bookkeepers—the bean counters—are the plug pullers. Often as not, some high-spirited programmer or entrepreneur comes up with the idea that an "all-news format" will do well in a particular market . . . or an all Beatles format . . . or an all-comedy format . . . new age speakers . . . kids programming . . . "all Led Zeppelin, all the time." They have all been tried, and some are still on

the air, somewhere.

Here in the Inland Empire, I have worked at News-Talk KPRO, Modern Country KNTF, Easy Listening KDUO, Oldies K-HITS and Classic Country KACTUS. They are all on my resume, and yet

none of them exist any more.

Down the road in Los Angeles, we have seen the disappearance of KMET, The Edge and Pirate Radio, plus an assortment of DJs and talk show hosts, including an ex-police chief and an O.J. Simpson witness.

The formats were popular. People were talking about what they heard on the air. So where did everybody go?

It's like I said. It's the dollars, the advertising revenue. Too many

*continued on Page 41*

## Writing the ad...

*continued from Page 29*

their directions and store hours and list of items for sale. Reality is that most people who listen to radio ads do well to remember the name of the advertiser. If they also remember what the ad was selling, then we have done our job.

The basic philosophy of radio advertising is actually not about content, it's about reach and frequency—how many people hear the commercial and how often they hear it. Sad to say, even a bad commercial that gets heard a lot makes an impression, maybe not a good impression, but an impression none the less.

*Joe Lyons is the vice president of the advertising agency Quinn-Lamb Media and his voice has graced radio and television since the 1960s.*

**LIMITATIONS PICTURED ABOVE.** With the ability to communicate flawlessly over great distances, your company's potential is limitless. Which is why we offer a wide range of integrated services including long distance, enhanced voice, data and Internet applications that run over our own reliable, high-speed fiber optic networks. To find out how we can remove limitations for you, call our Inland Empire office at 1-888-GST-4YOU.







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## RADIO

### Ten Sure Ways to Kill Your Radio Ad

by Joe Lyons

If you write commercials for radio, these 10 bad examples will help you steer clear of disaster. If you never write or produce a commercial, but you spend a good part of your life listening to the radio, this list will confirm what you always suspected: There are bad commercials out there.

This top 10 is in no particular order, but you should tear this article out and carry it with you at all times.

#### #1 Using questions your audience can say no to

If the spot starts out, "Are you tired of having a Democrat in the White House?" you have automatically cut your audience in half.

#### #2 Mention this ad and get 10 percent off

Paranoid advertisers know that no one ever asks for 10 percent off. Even the advertiser never has. But he thinks that if everyone lines up and asks, then he can "measure" his ad campaign.

#### #3 The owner does his own commercial

The agency I work for, Quinn-Lamb Media, has built a reputation by using the sponsor in his own commercial. But it takes the right person and the right commercial. Too often ad sellers seal their deal by appealing to the buyer's ego. Dave Thomas, owner of Wendy's fast-food restaurants, may do his own commercials, but Ray Croc of MacDonald's never did.

#### #4 Giving directions

Directions take up valuable time and no one out there is writing them down.

#### #5 "Serving you . . ."

"Five locations to serve you." "Serving you for five years." These clichés are boring. Another one is food "made to order." What does that mean, anyway? Eggs over easy? So what?

#### #6 Cute couple conversations

"Yes, Bob, let us go back to that wonderful place at Eighth and Main for another delightful dinner." Sorry, real people do not talk that way.

#### #7 Men's voices

As I did when I was young, some announcers try too hard to sound older and more dramatic. The guy on Channel 13 who says "Deep Space Nine is brought to you by . . ." is a classic and tragic example.

#### #8 Women's voices

There are many great professional female announcer voices right here in the Inland Empire, but too often advertisers cheap out and have the lady at the front desk read the commercial. There is a great difference between reading the words and expressing the meaning.

#### #9 Numbers

Phone numbers. Addresses. Hours of operation. In both radio and TV these are just fluff. No one is writing them down. No one hears them. Trust me, if you've sold them on your concept, they will find you.

#### #10. Needs

If I were elected king of all advertising, I would make this word illegal. People do not buy what they need. They buy what they want. They may need a car, but they'll buy the one they want. I actually saw a sign in Bakersfield that said, "For all your medical needs." I nearly ran my car into it.

These rules are a handy guide, but, of course, the first hard and fast rule of advertising is, "There are no hard and fast rules."

Joe Lyons is the vice president of the advertising agency Quinn-Lamb Media and his voice has graced radio and television since the 1960s.

## SECOND Page 3

### Route 30 Comes Slowly but Surely

by Judianne Triglia

After 48 years of planning, controversy and negotiations for changes, the Foothill Freeway extension has finally seen its beginning, but its completion is still years away.

Ground was broken July 17, and construction will begin in the spring for Route 30. It will connect Foothill Boulevard in La Verne and Interstate 15 in San Bernardino. The San Bernardino portion of

Route 30 is scheduled to begin later this year.

The next projects in construction are the over crossings at Euclid and San Antonio streets in Upland, which will begin in October, said Deborah Harris, public affairs officer for Caltrans. After that is complete, construction on the Interstate 15 and Route 30 interchange will begin in early 1998. The construction for the entire freeway extension is estimated to take about five years.

The freeway has a history dating back to 1949, when the project was originally discussed, said Harris.

"A lot of [the reasons it took so long to begin] had to do with funding changes," she said.

The freeway is expected to cost \$1.1 billion, which will be paid for by state, local and MTA funds. The major part of the funding is coming from Measure I, a county-wide initiative to provide funding for transportation pro-

jects in San Bernardino County through a one-half-cent sales tax. The Measure I program was approved by voters in 1989 and is estimated to total \$1.7 billion over a 20-year period. The program is overseen by the San Bernardino Associated Governments (SANBAG).

The Los Angeles portion of the freeway will cost \$300 million, and about \$240 million, or 80 percent, of that cost will be paid by the federal government.

### When Promises are Broken

by Rebecca Jo James

The young couple leans forward eagerly as the real estate agent points to a three-dimensional map. Their elbows rest gently on the cushioned lip of the waist-high table that displays the lay of the planned residential community—the miniature models looking like playing pieces from the board game Monopoly.

The couple has just walked through the beautifully decorated models, "oohing" and "ahing" over how their new oriental rug would fit perfectly in this corner and deciding upon the best style of home that would suit their humble beginnings.

But their new dream house could turn into a nightmare if they don't listen well to the described plans for the overall community.

"Proposed," "planned," or "tentative" plans the developer may promise are not set in concrete, as the home owners from the Village of Heritage in Fontana soon found out.

"Promised" a new mini-mart on the corner of Baseline Avenue and N. Heritage Street, they bought homes with a fervor and the Heritage Village development was soon sold out. Years later, the home owners are still waiting for the "promised" mini-mart.

Even if the home owners wanted to complain, their cries of frus-

tration would fall on deaf ears. The developer filed bankruptcy.

Sean Varner, partner with the legal firm Varner, Saleson and Dobler, said that usually homeowners associations have sued developers for breach of contract that pertains to the construction of the homes, but, so far, he has not seen a case for breach of promise.

"When the developer is unrepentant, it usually ends up with the developer filing bankruptcy with no recourse left for the home owner," Varner said.

Without having a contract stipulating the building of the amenities, home owners can put pressure on the city council, but that is about it, Varner said.

Rick Gomez, community development director for the city of Rancho Cucamonga, said the best way to see if the developer's promises are legitimate is to review the general plan or zoning document for the planned residential community.

"The developer has to 'revisit' the process where the properties were designated," Gomez said. "In other words, if he wants to develop a park for his planned community and the area is not zoned for a park, he has to come up with a proposal that is adopted as a specific plan."

Gomez said the procedure is very extensive because the developer has to establish the validity as to



One promise broken: Home owners bought homes in Village of Heritage in Fontana and were promised a mini-mart would be developed on this lot. Not only has that promise been unfulfilled, but the developer filed for bankruptcy.

why the zone change is necessary. Once the city council agrees, the zone change is made.

"Developers as well as cities look at the horizons and try to predict a certain amount of houses being built to establish a threshold for commercial businesses to come in to," Gomez said. "However, when the residential market is reduced, the need for commercial businesses is reduced also and the commercial market could pull out of the deal."

Lewis Homes, a real estate development company that has been around for 40 years, has weathered the economic tides of the Inland Empire. Developing residential communities as well as commercial centers, Lewis Homes has been on the other side of the fence, having had commercial tenants promise to move into a commercial

center but renege on it later.

"I don't think anyone makes promises that they think are false," said Randall Lewis, executive vice president. "The challenge comes in when they make comments based on the best knowledge of the situation that they have. But things change. It's not a matter of malice. A lot of stuff happens that is beyond their control."

Another reality check for potential new-home buyers is whether or not a mello roos is in effect. Under the terms of mello roos, home owners pay for the infrastructure that would develop their community. This infrastructure could range from streets and curbs to parks or schools.

But a hitch to mello roos is that it could be a hidden expense the developer has added to the price of the home.



# RADIO

## Behind the Voices of the Inland Empire

by Rebecca Jo James

They wake you up in the morning, keep you laughing during the day and play your favorite songs. Whatever the reason, you've let them into your life every day and they've become friends. Well, that's how they feel about you, too.

### Frogmen in the Morning KFRG "KFROG" 95.1 FM

Referring to themselves as "the odd couple," their style is a blend of Bo's wackiness and Scott's passion for musical history. Their producer, Sharon Slage, whom they call "Shakka Khan," fits "in the middle somewhere" of this group that is a part of the Inland Empire's number-one rated station.

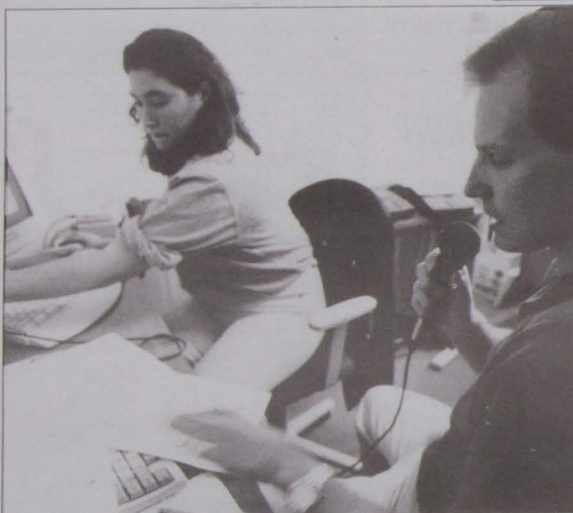
Scott Ward started in radio because "it beats working" and has been "not working" in radio for 15 years. He twirled his first disk at KETR in Commerce, Texas—a college station in his home state.

Bo Wintrow, who took many paths before starting on the radio trail, spent the majority of his life in Phoenix, Arizona. After taking a brief hiatus from the radio world, he partnered with Scott for four years in Texas. The lure of high arbitron ratings brought them to California.

Back in the saddle, they yippee-kye-yeah with their listeners while promoting their favorite charities or reminding people about safety, especially during the fire season. But first and foremost in their morning are their listeners' requests, questions and comments.

"When you get into radio, you have to think with a combination of your heart and your head," said Scott, "and think about what your listeners want first."

Photos  
by  
Mathew Padilla



Page 34: (Top right) Margaret Melanie Gold poses in a KMNY studio. (Bottom left: from right to left) Scott Ward updates What's Hopping report for "KFRG's" Club-line with help from Producer Sharon Slage. (Bottom Right) Scott wishes a KFRG fan happy birthday. KFRG DJs call all "KFROG" Club members on their birthdays.

### Investors Club of the Air KMNY 1600 AM

She didn't pick radio—it picked her. Ten years ago, Margaret Melanie Gold was inputting a financial plan for KMNY radio. When somebody quit, she ended up with that radio spot and has been doing it ever since. But it seems like a natural turn of events for a woman who began a financial career as a floor runner for the stock exchange.

After she owned and sold her own stock brokerage firm, she migrated to another way of helping people to invest: by giving them advice on the radio. Her English-New York accent keeps her listeners guessing her nationality. Margaret

grew up in London until she was 12 and then moved to New York, where her "money" career began, and ultimately to California and KMNY Fridays from 1 p.m. to 4 p.m.

"My primary goal is to educate people and help them take care of themselves in the financial arena," she said. "I love to help people navigate around their finances."

### Mid-day Man Stu KCAL 96.7 FM

He "cut his teeth" on rock 'n roll and it's stuck with him ever since. Originally wanting to be a rock 'n roll star, Michael "Stu" Stewart played in bands and ultimately took up the smooth sounds

of the "sax." When his father told him to get a job or go to school, he opted for school and went to San Bernardino Valley College, taking radio classes.

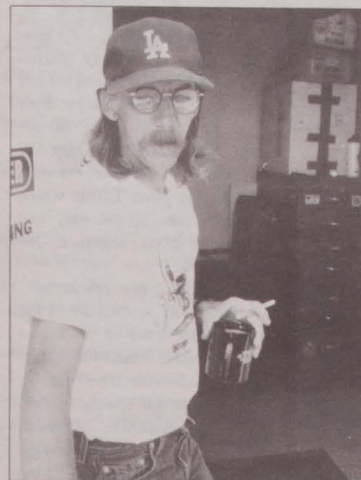
"When I saw how radio operated, I was intrigued and knew that I wanted to be a part of it."

He part-timed with KCAL as a telephone solicitor and 20 years later, he's still with them, playing from 10 a.m. to 2 p.m. the tunes he knows by heart.

### Chris and Butch: The Waking Crew KOLA 99.9 FM

They were recently voted "Number One Favorite Disk Jockeys" in San Bernardino

# RADIO



Page 35: (Top left) KCAL's Michael "Stu" Stewart has a cigarette before going on the air. (Top right: from left to right): Chris Kelly and Butch Miller pose in a KOLA studio. (Bottom left) Mike "Woody" Woodward talks on the air during KGGI's "Woody and Shannon in the Morning." (Bottom right) Shannon Casey talks to Woody during their morning show.

County, and their chemistry and sense of humor are a testament to this title.

Together for eight years, Chris Kelly and Butch Miller cracked open the KOLA nut when they moved to the Inland Empire during the winter of 1995.

Chris spent 18 of his 19 years in radio located in his home state of Washington, getting his first radio gig before he even graduated from high school.

Butch, who grew up in Fullerton, found his way to the Washington area where, before he hitched up with Chris, he was a fireman and paramedic. An injury got him looking at a career he had dabbled in before being a fireman, and he came into radio—once more—through the "back door" as a salesman and ultimately Chris' partner.

They started "hanging" together and took their duo to Yakima before coming to the

Inland Empire. When not on the air, they're golf buddies, donating any money they raise to charities.

Inseparable, they're each other's best friend and plan on retiring together—when the time comes. Until then, they yak it up and crack it up with their KOLA-nut listeners.

### Woody and Shannon in the Morning KGGI 99.1 FM

Mike "Woody" Woodward and Shannon Casey hit the air waves with contemporary hits ranging from rock to rap. The morning crew formed last year when a program director with KGGI was looking for a new "sound" and brought Woody and Shannon together.

It was instant "chemistry."

Woody, already at KGGI, has been in the radio business for 10 years — all of which has been in Southern California. He became a disk

jockey because he was a "starving musician," having moved to Los Angeles to further his career as a drummer, but found himself mostly waiting tables.

"I remembered as a kid that I liked radio and decided 'now is a good time to try,'" he said.

Shannon's parents owned a recording studio, so it was already in her blood. But she paid her dues, doing the grunt work, pulling the music and working the boards.

Together the team takes an avid interest in their listeners. They were even instrumental in helping a mother find her run-away daughter by giving a description of the girl over the radio. Because of their description, the girl was found.

"That really made our week," Woody smiled.



## COMPUTERS/SOFTWARE

## Adventures in Lap-Land

by J. Allen Leinberger

They sit together on the desk, like Big Brother toy boxes. The older one is a movie star. The new one could save his company. They are the Apple laptops.

One is the Macintosh PowerBook 5300—the one that fed the virus into the mothership in “Independence Day” and kept both subway maintenance records and betting info in “Volcano.”

The new kid in town is the PowerBook 1400. Like the 5300 two years ago, the 1400 has been called Apple’s reentry into the laptop field. Something must be working. Apple laptop sales are up and the little gray books are now accounting for more than a quarter of Apple’s sales.

So, are they different? Is the 1400 better than the 5300?

Looking at the 1400, you notice its screen is only a fraction

of an inch larger than its older brother, the 5300. But it uses a format I call the “Big Screen.” It makes the details look smaller so more fits onto the screen. If that means that you have trouble reading it, then you just increase the size of the fonts.

The screens are both flat formats, completely different from the TV style monitor on my desk, but with sparkling clarity. The empty front corners below the keyboard of the 1400 are only a fraction of an inch wider than the 5300 but they make a noticeable difference when I rest my wrists there while typing. It has 750 megabytes of internal memory, which is half again what I have in the 5300 (or the office Performa desk top computer, for that matter).

Both have a “sleep” function which turns things off without shutting them down, so you can

come right back on and not have to cycle through the turn-on steps.

But the 1400 goes to sleep just by closing the lid. Both have a two-inch-square “track pad” instead of a mouse with a clicker under it. Both of these make my thumb cramp up.

Here’s the big difference. The 5300 has a 3.5 floppy disk drive built into its right side. The 1400 has a “removable” floppy drive that can be pulled out with a click and a tug and replaced with a CD-ROM drive. With so much new programming coming out on CD only, this little addition can be very important.

The RAM is larger on the newer computer so new programs that require up to 16 Mg to load stand a better chance on the 1400, unless you pay to upgrade the 5300.

The new Mac OS 7.6 operating system comes on CD, and “You Don’t Know Jack—Movies” requires 16 Mg to load, so both are on the 1400 but neither is on the 5300. I intend to experiment with the Zip Drive to see if I can load them on the 5300, but I haven’t done it yet so wish me luck.

What I have done, and done a lot of, is faxing, e-mailing and surfing the net. One company sent me a fax-modem PC card to allow me to do this through both laptops. It failed miserably, so it shall go unnamed. When the PowerBook 1400 arrived, it came with its own fax-modem PC card. That card also failed, but if anyone who bought a 1400 has had success with the modem that came with it, I’d love to hear from them.

What finally worked was the Global Village PowerPort Platinum Pro. It faxes exactly like my Performa. In fact, it allowed me to copy my fax address file from the Performa and feed it into the Global Village programming on both the 5300 and the 1400. In both cases, I am able to fax and to access both America On Line 3.0 and the Internet.

Truth to tell, I was having a bad time of it with freezes for a

while. Then everybody started issuing “patches.” Patches are not quite an upgrade and you get them off of the net, but they do fix things. So I downloaded Mac OS 7.6.1 and AOL 3.1 (and even the patch for the game Titanic which used to freeze up on me) and everything came together. No more freezes.

Continuing my research, I have been able to load all of the programming I use at work into both the 5300 and the 1400: Claris Organizer 2.0 (with its new patch), Claris Works 4.0 (patch version 5), Deluxe Klondike, Kazoom sounds and even Kaleidoscope visual graphics with the “Mac Addict” magazine additions. They all run on both machines to my satisfaction. The Global Village card lets me send and receive e-mail day and night.

Is either laptop faster? I can’t see it.

Are they portable? Both work just fine in hotel rooms or on my friends’ dining room table. Both have AC adapter cords of about the same proportion, and both machines and their power adapters fit into one of those laptop computer bags.

Both laptops do the job I ask them to, and both can keep me up all night being productive. Both allow me to upgrade my organizer program from the office to the laptop by no more than a floppy disk insert. Friends can send and receive e-mail responses at night and on the weekends to or from either machine. True, the CD-ROM function on the 1400 is very important. Conversely, the Bookcover function, which lets you change the paper slip cover of the 1400, is almost insignificant but does have cosmetic appeal.

So, what’s the difference? Everything being equal, I’d have to say this: The keyboard on the 1400 seems tighter. But that could just be my imagination.

Thanks to Apple Computers and Global Village Communications for assistance in this article.

## INSURANCE

## A Tale of Four Partners

(Editor’s Note: The following is a fictional conversation involving four partners.)

by James J. Davidson

“We have a gentlemen’s agreement about the value of our interest if one of us were to die that we agreed to over a year ago,” founding partner one.

“And what was that agreement?” founding partner two.

“Ten times your share of book value paid to your wife for your shares of stock,” founding partner one.

“Why haven’t we signed the agreement Allen (attorney) put together for us?” newer partner three.

“There’s that paragraph that was added that is impossible to comprehend and worse to calculate regarding the capital accounts,” founding partner two.

“What’s our book value?” newer partner four.

“It’s \$54,000 approximately,” founding partner one.

“So that means that Pete’s (founding partner two) wife would receive \$170,000 if he died today, based on your gentlemen’s agreement,” financial advisor.

“Yes, that’s about right,” founding partner one.

“That’s half what he will make in income this year before you distribute profits. Why would his wife accept this as a fair

amount?” financial advisor.

“Because we all agreed,” founding partner one.

“I would agree with you if you and your spouses each had signed the agreement. Without all your signatures, however, you will need to be prepared to negotiate with two new partners—first, Pete’s wife, who receives his stock upon death, and second, the IRS whose interest is to value his stock as much as possible for estate tax purposes. At one times revenue wouldn’t Pete’s interest be closer to \$700,000?” financial advisor.

Pause

“Why can’t we meet here next Friday with Allen and sign the agreement?” newer partner three.

“Get him on the phone and see if he can make it,” founding partner two.

Partner three dials . . .

If this sounds familiar, you are not alone. One of the most difficult agreements for partners to sign is a fair, complete, funded and legally binding buy/sell agreement. Unfortunately, the lack of an agreement has caused many businesses to fail. All this pain would have been eliminated with a properly executed eight-page (average) document.

## Features of a complete agreement

Properly drafted and executed buy/sell agreements consider the type of business structure and

relative tax issues (e.g. partnership, C or S corporation); estate, gift and generation-skipping tax issues; the relative provisions to insure enforceability of the agreement; funding mechanisms (e.g., life, disability and “living buy-out” insurance); and valuation of the business at acceptable relative industry methods.

## Team approach is best

The advisory team should include an attorney, accountant and financial advisor competent in buy/sell funding techniques. Together, the team can help the partners consider their options and consider the best alternatives for the company based on their unique circumstances.

## Consider variable life insurance for funding

Competitive variable universal life insurance policies allow the company to insure the partners for the death of each partner and fund a living buy-out through the mutual fund investment component of the policy. Cash values grow tax deferred and death benefits are tax free to the company. Buy-out-lump-sum policies pay the full value of the partner’s interest after one year (or more) of continuous disability.

James J. Davidson, CLU, ChPC, is the president of Averbek Financial Resources.

## Selecting a Broker for Employee Benefits

As employee benefit plans continue to consume a larger portion of a company’s budget, and health and welfare plans become more comprehensive and complex, greater emphasis is being placed on the qualifications and capabilities of a broker. Today’s problems are not being solved by simply researching the marketplace for competitive insurance bids. Solutions dictate a more in-depth examination of management objectives, employee needs, underwriter capabilities and government compliance requirements. Select a broker who has the abilities to provide the following:

- Conduct an employee benefits audit that provides a comparison of your costs to other organizations of like size and industry.
- Provide counseling in government-compliance issues which maintain the tax-free status of your benefit programs. These include Sections 79, 105, 125, etc., of the Internal Revenue Code.
- Keep you advised of state and federal legislation that could possibly affect your employee benefits plan.
- Understand the complexity of employee benefit plans and how they relate to the overall compensation plan of your company.
- Provide oral and written communications that assist in educating your employees regarding the company’s benefits plan, including meetings and

continued on Page 41



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Using your WHOLESale buying power, your cost (barter credits equivalent to cash dollars) you are purchasing at the regular price, however actual cost out-of-pocket is your WHOLESale COST. PLUS YOU STILL HAVE THAT \$200 HARD EARNED CASH IN YOUR POCKET. Now doesn't that sound great? INTERESTED?

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# 1997 WOMEN & BUSINESS EXPO

## FRIDAY, OCTOBER 17

### FEATURED SPEAKERS

#### \*\*Gloria Boileau

Internationally recognized for her techniques in communications and image, Gloria's programs are based upon research verifying the powerful effects of subliminal and nonverbal communication which can have a profound impact on the performance of executives and responsiveness of clients.

#### \*\*Debbie Carroll

An accomplished speaker and teacher, Debbie founded her own training and consulting firm to help educate people to their purpose, potential, and need to spend the necessary time developing a mental toughness for changing times.

#### Susan Clark

Susan's success in communicating positive customer service traits is based on her own life experiences. In a humorous and thought-provoking way, she'll get you in touch with your own personal traits that will push you toward success.

#### LaVonne Dancy

Bringing more than 15 years of experience to the podium, LaVonne explains how to use business etiquette as a highly successful marketing strategy. Her presentation on "Company Image (It's More Than How You Dress)," will inspire and help to transform you into a new you.

Kelly Lange



### KEYNOTE SPEAKERS

Susan Powter



Congresswoman Loretta Sanchez  
(46th District)

#### Kelly Lange

Ms. Lange will share her personal struggles behind the scenes as she rose to become an anchorwoman on KNBC Channel 4 News. She has co-hosted the Tournament of Roses Parade, reported and narrated numerous documentaries, news stories and specials. She will have copies of her soon to be released book, "Gossip," available for purchase and autographing.

#### Congresswoman Loretta Sanchez

(46th District)  
Her politics have earned her a controversial reputation and she has become known as a strong advocate for the Hispanic community. She will discuss the goods and bads, dos and don'ts of women joining the political arena.

#### Susan Powter

The well-known perky and dynamic TV personality will get you moving with her high energy and upbeat presentation. Her ups and downs in life are both inspirational and motivational as she stresses the need for diet, exercise and a plan for life.



### FEATURED SPEAKERS

#### Kathleen Reardon

A professor with the University of California, Los Angeles, Kathleen has put her words about communication in writing, authoring the book, "They Don't Get It Do They?" Her presentation focuses on communication between the sexes and how to get your side of the story to be heard.

#### \*\*Sheryl L. Rousch

Sheryl is an international trainer on managing negativity and assertive communication skills for women. She is one of the four female-accredited speakers worldwide through Toastmasters International and is a member of the National Speakers Association.

#### \*\*Sabrina Samuels

CEO of the Beckman Image Development Company, Sabrina specializes in image development and has been in business since 1981. Executive producer and host of the "Sabrina Samuels Show," she has been hosting her own show since 1990 in Oakland.

#### Carol S. Scofield

She's an author, a speaker and a motivator. Carol has more than 17 years experience in speaking and motivating people to attain their goals. Her sense of humor comes shining through as she teaches "How to fit a well-rounded you into a square world."

#### \*\*Marilyn Sherman

Perky and energetic, Marilyn is a thoroughly entertaining "go-getter" who gives her audience a "charged up" feeling by the time she's done. President of "Stay Focused Seminars," Marilyn has been pumping people up for the last 11 years.

#### \*\*Steve Edgar

A motivational speaker that brought the people to their feet last year in a standing ovation, Steve is known as "Mr. Terrific" and has motivated people throughout the western United States since 1989. Urging people to "Seize the Day," Steve says all people need are the right tools in order to reap prosperity in every aspect of their life.

#### Donald Jones

Known as the "old shortstop," Donald says he will only talk about baseball — and yet somehow, when he's done, he's talked about relationships as well. (Maybe it's because we all feel like we've run the bases too many times.) Donald is a licensed marriage and family therapist who brings humor and wit into some relationship problems that could drive you batty.

#### Joanne LaMorandier

Highly recommended by local women, Joanne will discuss a subject most people might consider, taboo. Her presentation on "Sex and not feeling guilty about it," has had some heads nodding in agreement. She's a show-stopper you won't want to miss.

#### Connie Merritt

Author of "Finding Love Again," Connie holds degrees in nursing and business. She travels the globe as a highly sought-after speaker and humorist. A widow of twenty years, she developed this program's positive plan of action and is now married as a result of the information in her book.

#### \*\*Sue Podany

The former director of "Shape" magazine's fitness camp, Sue knows that personal fitness is a mind-body connection. She is the president of S.K. Podany and Associates and past president of the Greater Los Angeles Chapter of the National Speakers Association.

The Women & Business Expo 1997 is dedicated to the enhancement of women's personal growth and business opportunities in the Inland Empire.

Whether you're a woman with a dream of starting your own business, moving up in the corporate world, expanding an existing company or simply determined to improve upon your personal development and leadership skills, this conference is designed to meet your needs.

If you make just one investment all year, make it in yourself — and join the other dynamic women who are taking action to reach their goals.

.....  
\*\* Back by popular demand, these women were rated "tops" in session speakers at the 1996 Women & Business Expo.

### PROGRAM

7:00 a.m.	Registration	10:55 - 11:55 a.m.	Session 2
	Booth Display - Networking	Noon - 2:00 p.m.	Lunch - Keynote Speakers
8:30 - 9:40 a.m.	Keynote Speaker	2:15 - 3:15	Session 3
9:50 - 10:50 a.m.	Session 1	3:15 - 4:00 p.m.	Network Reception Booth Display

### REGISTRATION

Registration fee includes: Lunch, three learning workshops, keynote speakers and networking reception.

PRE-REGISTRATION REQUIRED: The full-day pre-registration cost is \$89 per person. On day of event \$99. (Groups of 8 or more may purchase tickets at \$85 per person.) You may pay by check, VISA or MasterCard.

DATE: Friday, October 17, 1997, 7 a.m. - 4 p.m.

LOCATION: Riverside Convention Center  
3443 Orange Street, Riverside, CA  
(behind the Holiday Inn Riverside Hotel)

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Cancellations: In the unlikely event that you are unable to attend, we are willing to accept a substitute in your place. All cancellation requests must be in writing and received by October 1, 1997 for a full refund (less \$25 cancellation fee). No refunds can be granted after October 1, 1997.

#### Karen Sheridan

Karen has left Main Street and made it all the way to Wall Street. Today she is living her dream — teaching women how to take care of themselves. With a holistic approach and more than 20 years experience, she has worked with hundreds of women and witnessed stunning transformations in their lives.

#### Jewel Diamond Taylor

A big promoter of self esteem — "self esteem is not selfish" — Jewel has been speaking for 11 years nationally and will discuss how to balance a career with family as well as understanding our mates in our lives. She enjoys giving people the empowerment and coping skills to endure as well as overcoming the enemy of procrastination and doubt.

#### United States Small Business Administration Representative

A workshop designed to develop creative strategies for increasing women business owners' access to credit and capital at every level of business.

#### \*\*Barbara Whorley

With a philosophy based on developing a healthy lifestyle and body image, it's no wonder that she started her own business, "Positive Body Images." She teaches a seven choice program so you can stop the "diet mentality" of the yo-yo for good.

#### Marian K. Woodall

In the speaking circuit for 30 years, Marian was a college professor and realized that she had ideas that people wanted to hear. Her talent of engaging her audience through her presentation has earned her a solid reputation as a fun speaker. Her motto for communication is to say less than what you want to say because nobody cares to know everything about any subject.



## MANAGER'S BOOKSHELF

## CEOs Play Musical Chairs on the Titanic

**"Challenging Reality: In Search of the Future Organization," by Christopher Barnatt, John Wiley & Sons, Ltd., Chichester, United Kingdom, 1997, 306 pages, \$29.95.**

by Henry Holtzman

Every generation lives through changes, but today's changes, proposes author Christopher Barnatt, are different. They affect so many different aspects of life at so many points that they can only be called a watershed moment in history.

Barnatt argues that after previous periods of transition there was always a time to digest change, embrace it and build new business and social organizations on it. He believes this is no longer possible because our hardware, software and communications capabilities have created a new reality in the way we work. This new reality is based on an "imagination-focused" organization.

The major problem, comments Barnatt, is a triangular paradox that has trapped business. First, change is the norm. Second, business is focused on short-term horizons and profits. Finally, despite giving lip service to constant change, far too many organizations are ignoring it, content to make small incremental adjustments when substantial ones are needed.

In the author's view, business as a whole is happily rearranging the deck chairs on board the

Titanic, hoping either that the ship will stay afloat on its own or believing that the act of moving the chairs will stop the ship from sinking.

It's not that the author is wrong-headed. As a matter of fact, most chief executives, from the smallest business to the largest, would probably agree that major changes in the way we do business are essential for survival. The real problem is how.

This is where Barnatt gets a bit fuzzy around the edges. Without overburdening the Titanic analogy, Barnatt seems to be calling for the passengers to build their own rescue ship while the damaged one goes down.

That's more than simply re-inventing the organization or reaching new mind-sets. It's a question of committing massive financial resources over an extended period of time. The problem is that few CEOs, and fewer shareholders, are willing to make such a commitment.

Even when a future-minded CEO can persuade or bully his organization simply to consider radical changes, shareholders inevitably want to know how much it will cost them. If they perceive the price to be too high (these days, about three consecutive quarters of reduced dividends), then the company's long-term future isn't of much concern to them. Shareholders will vote with their stockbrokers' feet, and the futurist

CEO will be reminded to pull the ripcord on his or her golden parachute.

That's not an improbable scenario. Lest we forget: At least one CEO has made a lucrative career by gutting his company and selling what's left to competitors while the shareholders thrill at the money he earns for them.

Barnatt seems to be saying that everything is possible if we only put our hearts and minds to it. It's hard to argue with that, except to

note that he has underestimated a key value in the equation: The number of people who both share his vision and are willing to settle for reduced return on investment simply to be players as the new realities take shape.

"Challenging Reality" deserves high praise for making us think about the present state of business and the nature of its future. It runs aground on the one area that most concerns business: present profits.

## Best-Selling Business Books

Here are the current top-10 best-selling books for business. The list is compiled based on information received from retail bookstores throughout the United States.

1. "The Millionaire Next Door," by Thomas J. Stanley and William D. Danko (Longstreet Press . . . \$22.00) (1)\* Millionaires are made of discipline, work and frugality.
2. "The Dilbert Future: Thriving on Stupidity in the 21st Century," by Scott Adams (Harper Business . . . \$25.00) (7) A Dilbert look past the year 2000.
3. "The Motley Fool Investment Guide," by David and Tom Gardner (Simon & Schuster . . . \$24.00) (3) A not-so-foolish look at investing strategy.
4. "Dogbert's Top Secret Management Handbook," by Scott Adams (Harper-Collins . . . \$16.00) (2) Adams strikes again, at newly appointed managers.
5. "Wall Street Money Machine," by David and Tom Gardner (Simon & Schuster . . . \$24.00) (4) Using formulas to invest.
6. "Forbes Greatest Business Stories," by Daniel Gross (Wiley . . . \$24.95) (5) Achievements in business from colonial times until now.
7. "Success Is a Choice," by Rick Pitino with Bill Reynolds (Broadway . . . \$25.00) (10) Ten-step system for getting ahead in business.
8. "The Dilbert Principle," by Scott Adams (Harper-Collins . . . \$20.00) (6) A devastating, though witty, view of modern business.
9. "Clicking," by Faith Popcorn (Harper-Collins . . . \$26.00) (8) A technique for knowing when a business idea is right.
10. "The Road Ahead," by Bill Gates (Viking/Penguin . . . \$29.95) (9) America's best known chairman peers into the future.

\* (1)—indicates a book's previous position on the list.

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Inland Empire Business Journal  
The source for the business world of the Inland Empire

## Change ...

continued from Page 31

times I have sat in planning sessions designed to do nothing but make the station more attractive to the ad buyers from the national agencies and buying services—the big buck contracts from the high profile companies. The local retailers, the restaurants, the small mom and pop shops may listen to the station, but it is the large bulk buys from the large advertisers that define the advertising and, ultimately, the format of the station.

Those mom and pop stores and the local retailers are looking for local people to come through their doors saying, "Hey, I heard about you on the radio." But the people from the out-of-town ad companies are buying advertising based on what they call "points," CPM and CPP (cost per thousand and cost per point), and the people at the stations are programming to compete.

Don't ask for a specific definition of these terms. They have to do with the "numbers," arbitron ratings, the surveys. The Radio Advertising Bureau conducts day-long classes to explain it.

All you need to know is that if a radio station could build "numbers" and then get the advertising money from them, they would program bagpipe music 24 hours a day, or just run a 1,000-cycle test tone. You might not listen, but, lord, how the money rolls in.

In the late '70s, a station in New York hit it big with disco, so everybody did it. By the late '80s, country was hot, so the programmers lined up. Many people said the format of the '90s would be sports-talk. They were wrong!

The format of the '90s is Spanish language!

The pity is that it has nothing to do with the buying power of the Hispanic community or the number of Hispanic surnames in the local phone book. It has everything to do with that Spanish station in Los Angeles that beat out everyone else a couple of years ago in the ratings. Now, we have at least six Spanish language stations of various styles right here in the Inland Empire.

Easy prediction: Very soon some other format will be hot and

attract all of that national advertising money. And Inland Empire stations won't be able to move fast enough to change to follow. It will have nothing to do with prejudice or loyalty to the audience or service to the community. It will have everything to do with going into the big city to tell a 25-year-old "time buyer" about the new format.

So don't get too comfortable with your favorite station. Change is in the wind. Or should I say . . . the change is on the air.

## Broker ...

continued from Page 37

employee health fairs.

- Put in place a dedicated team that acts as an extension of your human resource department to monitor and maintain your benefits plan.
- Provide an annual report that identifies the results of your plan and offers new ideas and recommendations.
- Advise on programs that can complement your benefits plan, such as voluntary programs, employee assistance programs, 125 plans and wellness programs.

- Provide counseling on such subjects as Americans Disability Act, Family Medical Leave Act, COBRA Administration, wrongful termination, sexual harassment, etc.
- Has a dedicated team to assist you with claims and government compliance issues.
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This article was provided by Averbeck Financial Resources.

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REGISTRATION: 7 a.m.-8 a.m.  
WORKSHOP: 8 a.m.-3 p.m. (lunch included)  
LOCATION: Sutton Place Hotel, Newport Beach  
R.S.V.P.: 1-800-447-0023

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## CONTRACTOR'S HIT LIST

\*\*\* Contacts for Permit Approval \*\*\*

	City	Address	Phone/Fax	Contact	Contact
1.	Adelanto	11600 Air Base Rd. Adelanto, CA 92301	(760) 246-2325 FAX 246-3242	Michael Sakamoto City Manager	Tom Farris Building Official
2.	Apple Valley	20440 Hwy. 18, P.O. Box 429 Apple Valley, CA 92307	(760) 240-7000 FAX 247-3885	Bruce Williams Town Manager	Claude Stewart Chief, Building & Safety
3.	Banning	99 East Ramsey St. Banning, CA 92220	(909) 922-3120 FAX 922-0433	Don Foster Interim City Manager	James Barrett Chief Building Official
4.	Barstow	220 E. Mountain View Barstow, CA 92311	(760) 256-3531 FAX 256-1750	Jack Ratelle City Manager	Marlowe Kulsett Chief Building Official
5.	Beaumont	550 E. 6th St. Beaumont, CA 92223	(909) 769-8520 FAX 769-8526	Alan Kapanicas City Manager	Kent Hall Building Inspector
6.	Big Bear Lake	39707 Big Bear Blvd., P.O. Box 1000 Big Bear Lake, CA 92315	(909) 866-5831 FAX 878-4511	Russell Carlsen City Manager	David J. Martinez Chief Building Official
7.	Blythe	220 N. Spring St. Blythe, CA 92225	(760) 922-6130 FAX 922-6334	Jack Nelson Chief Building Inspector	Michelle Van Dyke Building Technician
8.	Calimesa	908 Park Ave., P.O. Box 1190 Calimesa, CA 92320	(909) 795-9801 FAX 795-4399	Alan Kapanicas City Manager	Dale Everman Building Inspector
9.	Canyon Lake	31532 Railroad Canyon Rd. Canyon Lake, CA 92587	(909) 244-2955 FAX 246-2022		Bob Torrance Building Official
10.	Cathedral City	35-325 Date Palm Dr., Ste. 136 Cathedral City, CA 92234	(760) 770-0340 FAX 770-0398	Vernon G. Hazen City Manager	Travis Lund Chief Building Official
11.	Chino	13220 Central Ave. Chino, CA 91710	(909) 591-9813 FAX 591-6829	Glen Rojas City Manager	Tom Wilson Chief Building Official
12.	Chino Hills	2001 Grand Ave Chino Hills, CA 91709	(909) 590-1511 FAX 590-5646	Douglas La Belle City Manager	Bruce A. Coleman Community Dev. Director
13.	Claremont	207 Harvard Ave. Claremont, CA 91711	(909) 399-5471 FAX 399-5492	Tony Witt Director of Community Dev.	Duane Marx Building Official
14.	Coachella	1515 6th St. Coachella, CA 92236	(760) 398-3002 FAX 398-5421	John Crosswhite City Manager	John Curtis Acting Chief Building Official
15.	Colton	650 N. La Cadena Dr. Colton, CA 92324	(909) 370-5079 FAX 783-0875	Malik Freemann City Manager	David R. Zamora Community Dev. Director
16.	Corona	815 W. 6th Corona, CA 91720	(909) 736-2262 FAX 279-3550	Bill Workman Acting City Manager	Keith Clark Chief Building Official
17.	Desert Hot Springs	65950 Pierson Blvd. Desert Hot Springs, CA 92240	(760) 329-6411 FAX 251-3523	Bob Wilburn City Manager/Building Official	Matt Bumgardner Director of Public Works
18.	Fontana	8353 Sierra Ave. Fontana, CA 92335	(909) 350-7640 FAX 350-7676	Gregory C. Devereaux City Manager	Andy Shipper Chief Building Official
19.	Grand Terrace	22795 Barton Rd. Grand Terrace, CA 92324	(909) 824-6621 FAX 783-7629	Thomas Schwab City Manager	Virgil Barham Director, Bldg./Safety/Pblc. Wks.
20.	Hemet	450 E. Latham Hemet, CA 92543	(909) 765-2475 FAX 765-2481	Rod Watkins City Manager	Colin McNie Chief Building Official
21.	Hesperia	15776 Main St., Hesperia, CA 92345	(760) 947-1300 FAX 947-1304	Steve Dukett Acting City Manager	Tom Harp Chief Building Official
22.	Highland	26985 Baseline Highland, CA 92346	(909) 864-8732 FAX 862-3180	Sam Racadio City Manager	Richard Shields Chief Building Official
23.	Indian Wells	44-950 Eldorado Dr. Indian Wells, CA 92210	(760) 346-2489 FAX 346-0407	George Watts City Manager	Jim Johnson Senior Building Inspector
24.	Indio	P.O. Drawer 1788 Indio, CA 92202	(760) 342-6500 FAX 342-6556	Allyn Waggle Interim City Manager	Derek Kleiman Chief Building Official

N/A = Not Applicable WND = Would Not Disclose. na = not available. The information in the above list was obtained from the cities listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometime occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss. Copyright 1997 Inland Empire Business Journal.

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25.	Lake Elsinore	130 S. Main St. Lake Elsinore, CA 92530	(909) 674-3124 FAX 674-2392	Ron Molendyk City Manager/Director R.D.A.	Larry Russell Bldg. Dept. Mgr.
26.	La Quinta	78495 Calle Tampico La Quinta, CA 92253	(760) 777-7012 FAX 777-7011	Tom Genovese City Manager	Tom Hartung Chief Building & Safety Dir.
27.	Loma Linda	25541 Barton Rd. Loma Linda, CA 92354	(909) 799-2836 FAX 799-2891	Peter Hills Interim City Manager	Dan Smith Comm. Dev. Director
28.	Montclair	5111 Benito St. Montclair, CA 91763	(909) 626-8571 FAX 621-1584	Lee McDougal City Manager	Steve Griggs Chief Building Official
29.	Moreno Valley	P.O. Box 88005 Moreno Valley, CA 92552-0805	(909) 413-3350 FAX 413-3210	Gene Rogers City Manager	Gary Kyle Interim Building Official
30.	Murrieta	26442 Beckman Ct. Murrieta, CA 92562	(909) 698-1040 FAX 698-4509	Stephen G. Harding City Manager	Dennis Blundell Building Official
31.	Norco	2870 Clark Ave. Norco, CA 91760	(909) 735-3900 FAX 270-5622	Jerry Johnson City Manager	Jim Thomas Building Official
32.	Ontario	303 E. "B" St. Ontario, CA 91764	(909) 391-2546 FAX 391-2588	Otto Kroutil Interim City Manager	Paul Ireland Interim Development Director
33.	Palm Desert	73-510 Fred Waring Dr. Palm Desert, CA 92260	(760) 346-0611 FAX 341-7098	Ray Dias City Manager	Pat Conlon Chief Building Official
34.	Palm Springs	P.O. Box 2743 Palm Springs, CA 92263	(760) 323-8242 FAX 322-8360	Robert C. Parkins City Manager	Gary Bitterman Building Official
35.	Perris	170-B Wilkerson Ave. Perris, CA 92570	(909) 943-5003 FAX 943-3293	Habib Motlagh Interim City Manager	Charles Ray Chief Building Official
36.	Pomona	P.O. Box 660 Pomona, CA 91769-0660	(909) 620-2371 FAX 469-2082	Severo Esquivel City Administrator	Simon R. Shoo Chief Building Official
37.	Rancho Cucamonga	P.O. Box 807 Rancho Cucamonga, CA 91729	(909) 477-2710 FAX 987-6499	Jack Lam City Manager	Bill Makshanoff Chief Building Official
38.	Rancho Mirage	69825 Highway 111 Rancho Mirage, CA 92270	(760) 328-2266 FAX 324-9851	Patrick Pratt City Mgr./Redev. Director	Bronz Young Chief Building Official
39.	Redlands	P.O. Box 3005 Redlands, CA 92373	(909) 798-7536 FAX 798-7670	Gary Luebbers City Manager	Nick Anderson Chief Building Official
40.	Rialto	150 S. Palm Ave. Rialto, CA 92376	(909) 820-2505 FAX 873-4814	Joseph Guzzetta City Administrator	Myra Toles Chief Building Official
41.	Riverside	3900 Main St. Riverside, CA 92522	(909) 782-5697 FAX 782-5622	John Holmes City Manager	Dan Chudy Chief Building Official
42.	San Bernardino	300 North "D" St.-3rd Floor San Bernardino, CA 92418	(909) 384-5057 FAX 384-5080	Fred Wilson City Administrator	Mark Hinkley Plan Check Engineer
43.	San Jacinto	201 E. Main San Jacinto, CA 92583	(909) 487-7330 FAX 654-9896	Dennis R. Holloway City Manager	Brian McNabb Director of Comm. Dev.
44.	Temecula	43200 Business Park Dr. Temecula, CA 92591	(909) 694-6444 FAX 694-1999	Ron Bradley City Manager	Tony Elmo Chief Building Official
45.	Twentynine Palms	6136 Adobe Rd., P.O. Box 995 Twentynine Palms, CA 92277	(760) 367-6799 FAX 367-4890	Jim Hart City Manager	Jay Corbin Comm. Dev. Dir.
46.	Upland	P.O. Box 460 Upland, CA 91785	(909) 931-4110 FAX 931-9923	Michael Milhiser City Manager	Matt Winter Sr. Building Inspector
47.	Victorville	14343 Civic Dr. Victorville, CA 92392	(760) 955-5101 FAX 245-7243	James Cox City Manager	George Worley Dir., Chief Building Official
48.	Yucaipa	34272 Yucaipa Blvd. Yucaipa, CA 92399	(909) 797-2489 FAX 790-9143	John Tooker City Manager	Ron Grider Sr. Building Inspector

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## PEOPLE, PLACES AND EVENTS

## Wells Fargo Creates Regional Banking Center in Ontario

Wells Fargo Bank announced that its Ontario Commercial Banking office will serve as a Regional Commercial Banking Office (RCBO). The office will have local lending authority serving middle market commercial and agricultural customers. The office formerly operated as a satellite of the El Monte branch.

"This is a tremendous statement on the part of Wells Fargo about the vitality of the business community of the Inland Empire," said David Patterson, regional vice president and manager of the Ontario RCBO.

The office will operate like a community bank, with local lending authority, but have the resources of a large bank to draw from. The majority of the RCBO's lending decisions will be made on site.

"Wells Fargo empowers its managers to take a more entrepreneurial approach in making business and credit decisions which translates to better customer service overall," Patterson said.

## Metcalf Named New General

## Manager of Sheraton Suites Fairplex

Michael J. Metcalf was named general manager of the Sheraton Suites Fairplex in Pomona. The announcement was made following the change in management companies from Beck-Summit Management Group to ITT Sheraton.

Metcalf has worked in the hotel industry for 17 years. He has been with ITT Sheraton for 12. Metcalf recently served as manager of the Sheraton Gateway Hotel at Los Angeles International Airport.

## DeFanti to Head Sports Marketing Division

Kiner/Goodsell Advertising has hired Mark DeFanti to head its newly-formed sports marketing division. Clients to be served by the division include the Bob Hope Chrysler Classic and Wavex Tennis Rackets.

DeFanti co-founded the sports apparel company Katharsis Inc. He served as a marketing consultant for Reebok International, Ltd. and the Greater Austin Sports Foundation. DeFanti also served as director of marketing for the Senior



Mark DeFanti

Kiner/Goodsell is a full-service agency offering advertising, marketing, public relations and event promotion.

## Bank Appoints Two Senior Vice Presidents

Nancy Sinclair and Elsa Zavala have been appointed senior vice presidents for Citizens Business Bank.



Nancy Sinclair

Sinclair will serve as director of marketing, Zavala as director of information services.

Sinclair served as assistant vice president and advertising/communications administrator at San Diego

Trust and Savings Bank. She was vice president and director of marketing for First Trust Bank in Ontario. She also served as vice president and director of marketing and branch administration at Bank of Los Angeles.



Elsa Zavala

She received her bachelor of science degree from San Diego State University and her master's degree in management from the Claremont Graduate School.

Zavala served as vice president and director of the bank's data processing center before the appointment. She was assistant vice president and central services manager with General Bank prior to joining Citizens Business Bank.

She received her bachelor of arts degree in business administration from the Commerce Institute in Monterey, Mexico.

Citizens Business Bank is the largest bank headquartered in the Inland Empire.

## PEOPLE, PLACES AND EVENTS

## Citizens Business Bank Honored

Citizens Business Bank was honored by the Lincoln Training Center for its commitment to the center.

The center provides job training and placement to adults with disabilities. For the past three years, Citizens Business Bank has utilized the center's services and referred the center to other businesses.

The center was founded in 1964 by parents of adult children with disabilities. It employs more than 400 developmentally and physically disabled people for work in all types of industries.

## McCarroll Joins Business Bank of California

Barry McCarroll has joined Business Bank of California as vice president and manager of its Highland Branch. He served as executive vice president/senior credit administrator of the bank when it was the Bank of San Bernardino.

"Barry's desire to return to banking and his ongoing interest in the bank during the time he was developing his own business provided a natural transition for both parties," said Frank J. Mercardante, president and CEO.

McCarroll resigned from Bank of San Bernardino in 1996 to pursue a career in sales.

"It became apparent that my success in private sector sales could be combined with my previous banking experience to contribute the key skills that the bank was looking for," McCarroll said.

## Lee Named Vice President

Laura Lee has been named vice president of customer services for Plant Equipment, Inc. (PEI). PEI provides telecommunications for public safety and other critical applications.

Lee will oversee a group of departments, combined to provide PEI customers with a comprehensive support system. She will develop training and service programs that will help customers get the most out of their PEI products.

Lee worked with The Warner Group, a management consulting firm that specializes in communica-

tions technology and planning. She has experience with equipment selection, engineering, installation and implementation of dispatch services for police, fire and emergency service organizations.

"We have worked with Laura in various capacities over the years and know first-hand what an effective leader she is," said Timothy J. Fuller, president of PEI.

## Bank Has Profitable Quarter

Redlands Centennial Bank announced the end of its 15th consecutive profitable quarter. The six months ending June 30 saw earnings rise 11 percent compared to the same period last year.

Total assets for the bank increased \$13.9 million from June 1996 to June 1997. Loans increased by \$5.9 million and deposits increased by \$13.2 million.

The bank was named a Premier Performing Bank by the Findley Reports of Anaheim and a five-star institution by Bauer Financial Reports, Inc. Sheshunoff Information Services, Inc., named Redlands Centennial Bank as "one of the highest rated banks in America."

Bauer Financial Reports, Inc., also gave five-star ratings to two other local banks: Business Bank of California and Fallbrook National Bank. Both banks have received five-star ratings before.

Ratings are based on several things, including capital, adequate reserve, conservative investments and profitability. Banks are chosen for being strong, conservative and well-run, according to Paul A. Bauer, president of the firm.

Bauer feels both Business Bank of California and Fallbrook National Bank are strong banks that will receive high marks when new ratings come out in September.

"I would be very surprised if they didn't," he said.

## Mayor Elected as Committee Chair

Cathedral City Mayor David W. Berry was elected chairman of the executive committee of the Coachella Valley Association of

Just released: 1996/1997 Book of Lists on Disk!

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- Sort data by company, last/first or zip code/company order.
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## Need more information?

- For a complete listing of the list categories included and the number of records per list, call the TopList Fax-Back Service at 1-800-495-4757. Request document 028.
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- For pre-purchase technical and compatibility questions, call 1-800-347-9267.

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**M.P.A.**  
in the Riverside/Corona  
and Ontario areas

To receive more information on the CSUSB M.P.A. program,

Call:  
Dennis Robertson at the Office  
of Extended Education,  
(909) 880-5976

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EDUCATION  
California State University  
San Bernardino



## PEOPLE, PLACES AND EVENTS

continued from Page 45

Governments (CVAG). The committee is made up of the 10 jurisdictions of the Coachella Valley.

Berry has been mayor of Cathedral City for three years. Prior to being mayor he served on the city council for four years. He

served as vice chair of the CVAG before being elected chairman.

The CVAG was created to address regional issues in the valley. Elected officials from the 10 valley cities and unincorporated areas serve on the board.

## Local Florist Given Prestigious

## Designation

Richard Breckon, a florist from San Bernardino, was inducted into the American Institute of Floral Designers (AIFD). Breckon was inducted at the institute's symposium July 3 in Dallas.

AIFD is a non-profit, educational association dedicated to the

advancement of professionalism and artistry in floral design. The organization has only 1,050 members worldwide and membership is considered a high honor in the floral industry.

To gain membership, applicants must go through a two-step process. First, they must submit a portfolio of original designs to be judged by the membership committee. The second step requires the applicant to design a floral arrangement, in less than three hours, for an occasion named at the time of the test.

Breckon feels the induction will give him credibility in the floral industry. He owns R & R Floral Classics at the Radisson Hotel, San Bernardino.

Breckon has been a floral designer for 17 years. He began the membership process two years ago but says it took him 10 years to create his portfolio.

## Art Director Named for Palm Springs Festivals

Paola Freccero was named artistic director for both the Palm Springs International Short Film Festival and the Nortel Palm Springs International Film Festival. Freccero was promoted from the position of co-director of programming for the Nortel festival.

Freccero's responsibilities will include programming, corporate sponsorships, seminars, industry outreach and new project development.

Freccero has worked in public relations and communications for Clein and White Inc., the Samuel Goldwyn Co. and the Turner Entertainment Cos. She also worked for The Sarasota French, The Hamptons International and The GenArt film festivals.

The Palm Springs International Short Film Festival will be held in August, the Nortel Palm Springs International Film Festival will be held in January.

—compiled by Devlin Smith.

AN OPEN LETTER FROM  
BUSINESS OWNER TO BUSINESS OWNER!

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## EXECUTIVE TIME OUT

AUGUST 1997

INLAND EMPIRE BUSINESS JOURNAL • PAGE 47

## Cruising Alaska in Holland American Luxury

by Camille Bounds, Travel Editor

Alaska is vast, beautiful and awesome. There are many ways to see this glorious area of the world but none better than from a beautiful ship like Holland American's *Ryndam*. Sailing into Prince William Sound and viewing College Fjord, located at the north end of Port Wells, is a breathtaking experience. The six calving tide-water glaciers and the nine non-tidewater glaciers were an introduction to the breathtaking view we were afforded from the ship.

## Glacier Bay

Glacier Bay is noted for its scenic beauty and wildlife. Two national park rangers were aboard to narrate information about the glaciers and the wondrous scenery of the area. The magnificent beauty unfolded before you like a huge painting that almost seemed unreal.

## Sitka, Juneau, Ketchikan

In Sitka, the capital of Alaska until 1912, there is a taste of Russian culture and the experience of the Tlingit Indians. Juneau is the state's capital and the home of the magnificent **Mendenhall Glacier**.

The flavor of a true gold mining town is created by Ketchikan with its 11 canneries that produce two million cases of salmon a year. Totem poles and their history are an interesting feature in Ketchikan, a colorful, lively spot in this country that usually gives an aura of very serious beauty.

## The Inside Passage

Be inspired by unbelievable beauty while sailing through the majestic 1000-mile waterway that is known as the Inside Passage with its glacier-carved fjords and fascinating islands.

This southbound cruise is completed in Canada, in Vancouver B.C. This is a lovely, fun city that

deserves an article of its own (coming soon).

## The ultimate experience

Holland American's glorious *Ryndam* is a true masterpiece of the shipbuilder's art, combining the best of old world tradition with state-of-the-art modern technology. She is 720 feet long and holds 1,266 passengers with a crew of 571. (That's almost one crew member for every

efficient and very sensitive of everything that is happening around him.

## The ship

The *Ryndam* boasts 10 passenger decks, a three-deck grand atrium featuring a unique fountain created by sculptor Gilbert Lebigre in Pietrasanta, Italy, four beautiful lounges and a piano bar. The ship also features a stunning two-level dining room connected by a pair of

optic lighting and a state-of-the-art sound system that enhances the fine orchestra and voices, making for an impressive production.

## Something for everyone

There are also duty free shops offering the finest quality of everything imaginable. A video arcade and photo shop are also available. A complete, well-operated casino is in service while at sea.

On one deck there is a fully-equipped, ocean view fitness center, which includes the beauty salon/barber shop, massage, sauna and steam rooms, and juice bar.

A movie theater, library, video library, card room, two swimming pools (one with a sliding glass dome) and two practice tennis courts are also available for the passengers aboard.

## Home away from home

Hotel Manager Willem van de Pollis is a gem of a manager for the *Ryndam*. Personable and relaxed, he handles all the challenges of a five-star hotel with grace and charm.

Standard staterooms, some with verandahs, are comfortable and roomy. Luxurious suites are available. There are six state rooms that are designed to accommodate physically challenged passengers. There is also a 1,126-square-foot very luxurious penthouse suite. Staterooms are equipped with a hair dryer, VCR, multi-channelled music system and closed circuit television. Twenty-four hour room service is available.

For the Holland American itineraries and brochures, call your travel agent.

Camille Bounds is the travel editor for the Inland Empire Business Journal, as well as the western division of Sunrise Publications. Readers with questions may contact her at (408) 779-3963.



Camille Bounds/Sunrise Publications

Up close and personal with the glaciers at College Fjord

two passengers.)

On board you will find a \$2 million collection of art and antiques. Treasures from the 17th, 18th and 19th centuries themed to Dutch worldwide exploration reflect a time of adventure and discovery. Public rooms and staterooms also feature original works of art created especially for the *Ryndam*. (Exquisite works of art and antiques are a tradition on all Holland American ships.)

## The crew and the bridge

The bridge on any ship has a spiritual feeling. Here is this quiet, pristine area filled with the most up-to-date state-of-the-art equipment quietly operating with three or four people efficiently making this huge ship do according to their bidding. The man in charge of this grand responsibility is a man for all seasons, Captain Kees Bukens. He is

grand curved staircases. A music ledge on the upper level overlooking the main dining room floor houses a string quartet to serenade during the dinner hour. Twenty-foot windows on three sides offer spectacular views of the sea off the stern of the ship.

## Detail everywhere

The Vermeer Show Lounge is situated at the opposite end of the ship and features some of the best on-board entertainment afloat. Broadway and Las Vegas production style shows are offered by an energetic ensemble dressed by the fabulous Bob Makee. Individual acts appear nightly that are the highest caliber presentations in the best of taste. Keeping to detail, this room has a tulip motif throughout, found in the light fixtures, wall panels, lamps and carpeting. The room is accented by computerized fiber



**Andrew Thacker**

**Professor  
California State  
Polytechnic  
University,  
Pomona**

**T**he programs  
Andrew  
Thacker teaches

not only help students learn but also benefit companies.

At Cal Poly Pomona, Thacker, a professor of international business and marketing, is involved at both the graduate and undergraduate levels with the General Motors Marketing Internship program. The program embodies the university's well known philosophy and application approach of learning by doing and is of great interest to Thacker.

In the program, students have the opportunity to work with Reynolds Buick/GMC and Crestview Cadillac in West Covina. The students develop promotions and present them to the companies. If accepted, the students have the opportunity to execute the promotions themselves.

The professor received his undergraduate degree in science at Virginia Military Institute and his master's in business administration and doctorate in business and education at the University of Houston. While seeking his graduate education, he worked in technical, sales and management positions for industry giants like Texaco, Shell and Rohm & Haas.

In a stint in the U.S. Army, he gained both line and staff experience in armor, aviation and logistics. In addition to the aforementioned accomplishments, he serves on the board of a number of companies, consults all over the country and has received more than 50 awards. Thacker is truly an individual with a diverse, productive and rewarding background.

**James Doti**

**President  
Chapman  
University**

**J**ames Doti is the 12th president of Chapman University and a successful entrepreneur.

He holds a bachelor's degree in economics from the University of Illinois, Chicago, and master's and doctorate degrees in economics from the University of Chicago.

Doti joined Chapman faculty in 1974, and in 1978 he founded the university's

Center for Economic Research. Under his leadership, the center became nationally recognized for its scholarly research.

In addition to his educational activities, Doti serves on the Orange County Business Committee for the Arts as well as on the boards of several corporations headquartered in Southern California.

**Gail Waters**

**Professor  
California State  
Polytechnic  
University,  
Pomona**

**A** firm believer  
that the student is the customer,

Gail Waters is dedicated to state-of-the-art technology, quality teaching and extensive experience as the best way to provide that customer with the best learning experience possible. He receives the greatest satisfaction from working with his students at Cal Poly Pomona.

Waters specializes in small business and entrepreneurship. As director of the Small Business Institute, he has coordinated hundreds of business plans by students working with local businesses. He has taught and researched entrepreneurship in the People's Republic of China, Hong Kong, Zimbabwe and Swaziland and has helped develop training outreach programs and teaching materials for the above as well as the former Soviet Union. He has developed a wide and rich scope of international experience to share with his students.

In addition to teaching, Waters is currently serving as faculty sponsor of the Society for the Advancement of Management as well as representative on the College of Business Administration Curriculum Committee and Graduate Committee.

**Steven Mintz**

**Dean, School of  
Business and  
Public Administration  
California State  
University, S.B.**

**S**teven Mintz came to the

Inland Empire in August of 1996 to assume the role of dean of the School of Business and Public Administration at California State University, San Bernardino. Prior to that he served as the department chair in accounting at Southwest Texas State

University and San Francisco State University.

Mintz received his doctorate in business administration from George Washington University. He is a certified public accountant in New York state.

He has been honored for his contributions to the accounting profession and to education by a variety of groups, including the Professional Ethics Committee of the Texas Society of CPAs and the Education Society of the California Society of CPAs. The latter selected him as Outstanding Accounting Educator in the State in 1988.

Mintz has become well known to the community through his activities as a member of the Hispanic Chamber of Commerce, a board member of the San Bernardino Area Chamber of Commerce and the Arrowhead United Way board.

**Philip Pumerantz**

**President  
Western  
University of  
Health Sciences**

**P**hilip Pumerantz enjoys bringing a vision to reality.

Prior to joining the American Osteopathic Association (AOA) in Chicago as National Director of Education, he served as a private management consultant. While with the AOA, he assisted in the planning and development of several new colleges of osteopathic medicine. In 1977, he came to California to serve as the founding president of the College of Osteopathic Medicine of the Pacific, which became Western University of Health Sciences in 1996.

A native of Connecticut, Pumerantz received a bachelor's in history and education and a master's and a doctorate in education from the University of Connecticut. In addition, he did graduate work at the Wesleyan University in Middletown, Connecticut.

**Dianne Pusch**

**Vice President/  
Director  
Southern  
California  
University of  
Phoenix**

**F**aculty are influential in educating students, but the coordinating behind the programs is what gives schools like the University of Phoenix the opportu-

nity to run out-of-state centers for learning.

Dianne Pusch joined the University of Phoenix in 1988 and has served in various key positions. As vice president/director of the Southern California Campus, she currently oversees academics, finance, enrollment and operations for a student population of 7,000 working adults.

She has been instrumental in all aspects of opening many new learning centers. Her responsibilities include developing and opening both general education and master's program enhancements, instituting an innovative book-purchasing system in conjunction with Missouri Book Store, and coordinating technical improvements for University-wide computer systems.

Her professional background includes experience in management, specializing in high-growth industries. Prior to joining the University, she was director of operations for Pandick Technologies in Los Angeles and Processing Management Systems in Phoenix, both specializing in printing technology. She has been a member of the University's adjunct faculty since 1995.

**C.E. Tapie Rohm Jr.**

**Chair, Department of  
Information and  
Decision Sciences  
California State  
University, San  
Bernardino**

**C**.E. Tapie Rohm Jr. founded the Department of Information and Decision Sciences at California State University, San Bernardino, 10 years ago. He has served as the chair of that department since then.

He will step down on September 1 to pursue his varied research and professional interests. During his tenure as chair, Rohm developed a new journal, the "Journal of International Information Management," that is housed at the university.

Rohm holds a doctoral degree from Ohio University. Both his bachelor's and master's degrees are from Brigham Young University. He has been a professor of computers, information and business for the past 18 years at Cal State San Bernardino.

Rohm developed the original curriculum in the field of information management and recently directed the department's effort to revise the curriculum to prepare students to be successful in an increasingly interconnected and global society.

In his role as chair, Rohm has been a catalyst in transitioning the department and its students from the industrial to the information society. He enjoys the challenge of teaching students about increasing productivity in organizations through computerization. He is considered to be a leading teacher, author and consultant in the field of information management.

management.

**Neil Gotanda**

**Professor  
Western State  
University  
College of Law**

**P**rofessor Neil Gotanda, recently named Nation's Minority Law Professor

of the Year by the American Association of Law Schools, is a Los Angeles resident and a race theorist.

He has extensive experience both in the classroom and in practice. He has been a full-time professor of law at Western State University College of Law since 1986. He has taught at numerous law schools throughout the nation, including the City University of New York Law School, University of Utah College of Law, and Duquesne University School of Law. He is currently a visiting professor at Boston College Law School.

His work attempts to unravel the legal aspects of racially oriented community and civic issues, and he recently led a group of Western State students in an intensive study of the legislative impact of Proposition 209.

Before entering legal education, he worked with the Asian Law Caucus where he helped establish a foundation-funded public interest law firm serving the Asian-American communities in the San Francisco Bay Area. He also worked at California Rural Legal Assistance and the California Fair Employment and Housing Commission where he coordinated the first comprehensive interpretive regulations on the Fair Employment Practice Act.

**Michael Kraft**

**Dean of Admissions  
University of Redlands  
Whitehead College**

**M**ichael Kraft received his education in the Inland Empire and now he is giving back to the next

group of college students.

Kraft graduated from the University of California at Riverside and received his master's of business administration from Claremont Graduate University.

He now serves as dean of admissions at Whitehead College of the University of Redlands. He is responsible for marketing to the fully employed professionals that the college serves and manages a staff of 24 dedicated people.

Prior to joining the University of Redlands, Kraft served at the Claremont Graduate

University as director of the MBA Program. He also worked for General Dynamics as a group leader and senior management systems analyst.

**Clifford O'Dell Young Sr.**

**Chair, Department of  
Public Administration  
California State  
University, San  
Bernardino**

**C**lifford O'Dell Young Sr. has served as a professor

since 1989 and chair of the department of public administration since 1993 at California State University, San Bernardino.

Under Young's leadership, the department has begun to reach out to the community in a variety of ways. He is responsible for starting an off-campus program in Montclair that leads to a master's of public administration. A similar program is scheduled to begin in Riverside in the fall of 1997.

Young is the recipient of many grants and has published extensively in the area of urban revitalization and the use of technology in higher education. He recently directed the effort to submit a \$3 million grant to the U.S. Department of Housing and Urban Development to establish a community outreach and partnership center in the Inland Empire that would provide computer training and job skills to homeless people and welfare recipients.

**Hub Segur**

**Economics Faculty  
University of Redlands  
Whitehead College**

**A** professor and a businessman, Hub Segur joined Whitehead College at the University of Redlands in 1989,

chairing the Department of Management and Business until 1995. His doctorate is from the University of California, Davis, with a focus on labor economics, which he taught at the University of the Pacific and Chico State. Prior to arriving in Redlands, he served as staff economist for the United Farm Workers.

Segur is the current president of the Inland Empire Chapter of the Industrial Relations Research Association, an organization addressing labor-management relations. He has been an executive board member since 1991 and served as president in 1993. He also is a board member for the California Institute for Rural Studies.



## Inland Empire's Largest Employers

(Ranked by Number of Inland Empire Employees)

Company Name Address City, State, Zip	# Employees (IE) # Employees (Nationwide) Yr. Est. IE	Nature of Business	Employee Services • Van or Carpool • Health Club on Site • Daycare on Site	Marketing Contact Title	Top Local Executive Title Phone/Fax
1. County of San Bernardino 385 North Arrowhead Ave. San Bernardino, CA 92415	13,200 N/A 1853	Local Government	Yes No No	James Hlawek Administrative Office	Jerry Eaves Chairman Board of Supervisors (909) 387-4811/387-5392
2. County of Riverside 4080 Lemon Street Riverside, CA 92501	11,061 N/A 1893	Local Government	Yes No No	Bob Howdyshell Director, Purchasing & Material Services	Larry Parrish County Executive Officer (909) 275-1100/275-1105
3. Stater Bros. Markets 21700 Barton Road Colton, CA 92324	10,000 N/A 1936	Supermarkets	Yes No No	Tom Reingrover Senior V.P. Marketing	Jack H. Brown Chairman/Pres./ CEO (909) 783-5000/783-5035
4. United Parcel Service 2930 Inland Empire Blvd. Ontario, CA 91764	6,800 330,000 1907	Package Delivery	Yes No No	Rick Knutson District Customer Svc. Mgr.	Brenda Hiza District Manager (909) 948-8211/948-8224
5. March Air Reserve Base 452 MARB, CA 92518-1671	6,200 N/A 1918	Military Reserve Base, Dept. of Defense	No No No	Capt. (Maj Sel) Stephen M. Razo Chief, Public Affairs	Brig. Gen. Clayton T. Gadd 452 AMW Commander (909) 655-4137/655-4113
6. Loma Linda University Medical Center 11234 Anderson Street Loma Linda, CA 92354	5,560 3,560 1905	Medical/Health Care	Yes (Close By) Yes (Close By)	Gregory B. Williams, Dr. Ph. Administrative Director	J. David Moorhead, M.D. President/CEO (909) 824-0800/824-4086
7. Kaiser Permanente Medical Center 9961 Sierra Ave. Fontana, CA 92335	5,100 73,751 1944	Health Care	Yes No No	James Travis Dir. Sales & Marketing, I.E.	Patricia Siegel, Area Mgr. Dr. P.S. Carney, Assoc. Med. Dir. (909) 427-5269/427-7193
8. S.B. City Unified School Dist. 777 North "F" Street San Bernardino, CA 92410	5,000 NA 1964	Education	No No No	Barbara J. Kidd Dir. of Communications	E. Neal Roberts Superintendent (909) 381-1240/885-6392
9. U.S. Postal Service 390 W. 5th Street San Bernardino, CA 92401	4,600 700,000 1853	Mailing Service	Yes No No	N/A	Gary L. Miller Postmaster/ San Bernardino (909) 884-3626/885-8226
10. GTE CA, Inc. 1 GTE Place Thousand Oaks, CA 91362	4,519 82,000 1953	Telecommunications	Yes No No	Gary George Div. Public Affairs Mgr.	Denny Fuqua Area Mgr./Cust.Ops. (619) 327-8600/327-4105
11. U.S. Postal Service 4150 Chicago Avenue Riverside, CA 92507	4,323 700,000 1853	Mailing Service	Yes No No	N/A	Jim Felts Postmaster/Riverside (909) 788-4600
12. Fontana Unified School District 9680 Citrus Ave Fontana, CA 92335	3,650 N/A	School	No No No	N/A	Dr. Karen Harshman Superintendent (909) 357-5000/355-3034
13. The Claremont Colleges Claremont, CA	3,600 N/A 1887	Education	No No No	Jay German Director of Public Relations, Claremont Grad. Univ.	John D. Maguire President, U. Ctr. & Grad. Univ. (909) 621-8000/621-8390
14. Riverside Unified School District 3380 Fourteenth St. Riverside, CA 92501	3,365 N/A	Education	No No Yes (Close By)	Bonnie Polis Exec. Asst. to Superintendent	Anthony J. Lardieri Superintendent (909) 788-7130/788-7110
15. University of California Riverside 900 University Ave. Riverside, CA 92521	3,219 N/A 1954	Higher Education	Yes No Yes	Jack R. Chappell Dir. of University Relations	Raymond L. Orbach Chancellor (909) 787-5201/787-3866
16. Corona/Norco Unified School District 2820 Clark Ave. Norco, CA 91760	3,210 N/A	Public Schools	Yes No No	Maggie Little Assist. to Superintendent	Pedro Garcia Superintendent (909) 736-5010/736-5015
17. Loma Linda University 11160 Campus St. Loma Linda, CA 92354	3,125 N/A 1905	Higher Education in Health Related Professions	Yes Yes No	Tony Valenzuela Director of Marketing	B. Lyn Behrens, MBBS President (909) 824-4544/478-4444
18. Fort Irwin Cdr. NTC Ft. Irwin, Att: AFZJ-CG Ft. Irwin, CA 92310-5000	3,055 N/A 1981	Military	Yes Yes Yes	Maj. Archie Davis Public Affairs Officer	Brg. Gen. Dean W. Cash Commanding General (760) 380-3302/380-4860
19. Moreno Valley Unified School District 25634 Alessandro Blvd. Moreno Valley, CA 92553	3,000 N/A	School	Yes No No	Maria Ashby Public Information Office	David L. Andrews, Ed.D. Superintendent of Schools (909) 485-5600-2704/485-5537
20. Pomona Unified School District 800 S. Garey Ave. Pomona, CA 91766	2,755 N/A	School	Yes No No	Kim Pine Public Information Officer	Patrick Leier Superintendent (909) 397-4800-3882/397-4881
21. Palm Desert Town Center 72840 Hwy. 111 Palm Desert, CA 92260	2,500 N/A 1983	Retail Mall	No No Yes	Nate Scharff Marketing Director	Mollie Dole, CSM General Manager (619) 346-2121/341-7979
22. Cal Poly Pomona 3801 W. Temple Ave. Pomona, CA 91768-4019	2,500 N/A 1938	University	Yes No Yes	Stan Hebert Director, Pub. Affairs	Dr. Bob H. Suzuki President (909) 869-3016/869-3343
23. Mervyn's Department Store 25001 Industrial Blvd. Hayward, CA 94545	2,300 45,000 1978	Retail	No No No	Karen Schnebeck District Manager	Karen Schnebeck District Manager (909) 354-8800/354-8800
24. Chino Unified School District 5130 Riverside Dr. Chino, CA 91710	2,200 N/A 1878	Public Schools	Yes No No	N/A	Edgar Z. Seal Interim Superintendent (909) 628-1201/590-4911
25. Pomona Valley Hospital Med. Ctr. 1798 N. Garey Avenue Pomona, CA 91767	2,200 N/A 1903	Health Care	Yes No Yes (not on site)	Kathy Roche Director, Mktg./P.R.	Richard E. Yochum President/CEO (909) 865-9500/865-9753
26. Fleetwood Enterprises, Inc. 3125 Myers St., P.O. Box 7638 Riverside, CA 92513-7638	2,000 18,000 1950	Recreational Vehicles Manufactured Homes	Yes No No	Bill Toy, R.V. Group John Pollis, Housing Group	Glenn F. Kummer President/COO (909) 351-3500/351-3373
27. City of Riverside 3900 Main St. Riverside, CA 92522	1,960 N/A 1870	Municipal Government	Yes No No	Robert Wales Assistant City Manager	Ronald Loveridge Mayor (909) 782-5551/782-5470
28. San Antonio Community Hospital 999 San Bernardino Road Upland, CA 91786	1,900 N/A 1907	Acute Care Hospital	Yes No No	Jim Anderson Director of Marketing	George Kuyendall President (909) 985-2811

N/A = Not Applicable WND = Would Not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss. Copyright 1997 Inland Empire Business Journal.

## Inland Empire's Largest Employers

(Ranked by Number of Inland Empire Employees)

Company Name Address City, State, Zip	# Employees (IE) # Employees (Nationwide) Yr. Est. IE	Nature of Business	Employee Services • Van or Carpool • Health Club on Site • Daycare on Site	Marketing Contact Title	Top Local Executive Title Phone/Fax
Patton State Hospital 3102 E. Highland Ave. Patton, CA 92369	1,889 N/A 1893	Forensic Hospital	Yes No Yes	Cindy Barrett Administrative Assistant	William L. Summers Executive Director (909) 425-7687/425-6169
Eisenhower Medical Center 39000 Bob Hope Drive Rancho Mirage, CA 92270	1,822 N/A 1971	Acute Care Med. Ctr.	Yes Yes No	Harlan Corenman Marketing and P.R.	Andrew W. Deems President/CEO (760) 340-3911
Valley Health System 1117 E. Devonshire Ave. Hemet, CA 92543	1,750 1,750 1943	Health Care	Yes No Yes	Karen Roberts Communications Supervisor	Geoff Lang CEO (909) 652-2811/766-6417
St. Bernardine Medical Center 2101 North Waterman Avenue San Bernardino, CA 92404	1,623 17,000 1931	Health Care	Yes Yes No	Leslie Roundy Public Relations Specialist	Marge Walter Administrator/COO (909) 881-4324/881-4546
Marriott's Desert Springs Resort & Spa 74855 Country Club Drive Palm Desert, CA 92260	1,600 N/A 1987	Resort Hotel & Spa	No Yes No	Sieve Heitzner Director of Marketing	Tim Sullivan General Manager (760) 341-2211/341-1872
Riverside General Hospital 9851 Magnolia Riverside, CA 92503	1,600 1,600 1893	Public Health Care	Yes No No	Tom Hadfield Hospital Administrator	Kenneth B. Cohen Health Services Agency Director (909) 358-5030/358-4529
San Bernardino County Medical Center 780 E. Gilbert Street San Bernardino, CA 92415-0935	1,600 1,600 1862	Acute Care Hospital	Yes No No	John Going Material Manager	Charles R. Jervis Director (909) 387-8188/387-0406
California Institute for Men P.O. Box 128 Chino, CA 91710	1,600 N/A 1941	State Prison	No No No	Kevin Peters Public Info. Officer	Larry Wittek Warden (909) 597-1821/393-8699
Carousel Mall 295 Carousel Mall San Bernardino, CA 92401	1,600 N/A 1972	Enclosed Regional Mall	No No No	Dave Deville Marketing Director	Sam Catalano General Manager (909) 889-1147/885-6893
Desert Sands Unified School District 82-879 Highway 111 Indio, CA 92201	1,568 N/A 1965	Education	No No No	Nadine Connelly Mgr. II, Purchasing	Doris L. Wilson, Ed. D. Superintendent (760) 775-3500/775-3541
Lockheed Martin Skunk Works 1800 E. Airport Dr., P.O. Box 33 Ontario, CA 91761	1,500 N/A 1938	Aircraft Modification, Systems Engineering	Yes No No	Ronald C. Lindeke Dir. of Comm. (Palmdale) (805) 572-4153/572-4163	Arthur J. Schuetz V.P./General Manager (909) 395-2411/395-2080
Community Hospital of San Bernardino 1805 Medical Center Drive San Bernardino, CA 92411	1,401 N/A 1908	Acute Care Hospital	No No No	Suzanne Jezek Dir. of Public Relations	Bruce Satzger Administrator/CEO (909) 887-6333/887-6468
Hesperia Unified School District 9144 3rd Ave. Hesperia, CA 92345	1,400 N/A 1987	Education	No No No	N/A	Richard Bray Superintendent (760) 244-9323/244-2806
U.S. Postal Service Proc. & Dist. Ctr. 1900 West Redlands Blvd. San Bernardino, CA 92403-9997	1,350 700,000 1853	Mailing Service	Yes No No	Julie Robledo Customer Service Rep.	Earl L. Self Jr. Plant Manager (909) 335-4303
Redlands Unified School District 20 W. Lagonia Redlands, CA 92374	1,349 N/A na	Education	No No No	Marilyn Lake Admin. Assistant	Robert Hodges Superintendent (909) 307-5300/307-5336
Chaffey Community College District 5885 Haven Ave. Rancho Cucamonga, CA 91734	1,314 N/A 1983	Higher Education	No No Yes	Rick Moses Director of Marketing	Jerry Young Superintendent/President (909) 941-2110/941-2461
Riverside County Office of Education 3939 Thirteenth St., P.O. Box 868 Riverside, CA 92502	1,285 N/A 1893	Education	No No Yes	Personnel Jobline (909) 276-7826	Dr. Dale S. Holmes Riv. Co. Superintendent of Schs. (909) 788-6530/682-5642
California State Univ. San Bernardino 5500 University Pkwy. San Bernardino, CA 92407-2397	1,280 N/A 1960	Higher Education	Yes Yes Yes	Cynthia Pringle Dir., Public Affairs	Anthony H. Evans, Ph. D. President (909) 880-5002/880-5901
Jerry L. Pettis Mem. Vets. Med. Ctr. 11201 Benton Street Loma Linda, CA 92357	1,277 N/A 1977	Health Care	Yes No No	Robert L. Ford Chief, Acquisition & Mtrl. Management Service	Dean R. Stordahl CEO (909) 825-7084/422-3107
The Press-Enterprise 3512 Fourteenth Street Riverside, CA 92501	1,228 N/A 1878	Daily Newspaper	Yes No No	Joe Frederickson Marketing Director	Marcia McQuern Publisher (909) 782-7557/782-6034
Alvord Unified School District 10365 Keller Riverside, CA 92505	1,200 N/A 1896	Education	Yes No No	N/A	Damon Castillo Jr. Superintendent (909) 351-9325/351-9386
Desert Hospital 1150 North Indian Canyon Dr. Palms Springs, CA 92262	1,200 1,200 1951	Health Care	Yes Yes No	Randy Bevilacqua Dir. Pub. Rel./Marketing	Robert A. Minkin CEO (760) 323-6187/323-6580
MedPartners 1826 Orange Tree Lane Redlands, CA 92307	1,200 10,000 1927	Health Care Provider (U.S. Family Care, Friendly Hills, Riverside Medical Clinic)	Yes No No	Rick Card Director of Marketing	John Carpenter, R.V.P. Riverside Walter Davis, R.V.P. San Bernardino (909) 307-2549/798-0950
City of San Bernardino 300 N. "D" St. San Bernardino, CA 92418	1,150 N/A 1854	Municipal Government	Yes No No	N/A	Fred Wilson City Administrator (909) 384-5123/384-5067
Parkview Comm. Hosp. Med. Ctr. 3865 Jackson Street Riverside, CA 92503	1,139 N/A 1958	Acute Care Hospital	Yes No No	Norman Vance V.P. Community Svc.	Norm Martin President/CEO (909) 352-5400/352-5363
Riverside Community Hospital 4445 Magnolia Ave. Riverside, CA 92501	1,104 N/A 1901	Hospital	Yes No Yes	Ann Matich Director of Marketing	Nancy J. Bitting President/CEO (909) 788-3000/788-3201
Morongo Unified School District P.O. Box 1209 Twentynine Palms, CA 92277	1,032 N/A 1914	Public Schools	No No No	N/A	Patricia Brown-Dempsey District Superintendent (760) 367-9191 ext.221/367-7189
California Steel Industries, Inc. 14000 San Bernardino Ave. Fontana, CA 92335	945 945 1984	Steel Manufacturing	Yes Yes No	David Catterlin V.P. Commercial	James E. Declusin Sr. Exec. V.P./CEO (909) 350-6300/350-6398

N/A = Not Applicable WND = Would Not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss. Copyright 1997 Inland Empire Business Journal.

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# WHO'S WHO IN EDUCATION

continued from Page 49

## Shel Bockman



Professor/Co-Director,  
Institute of Applied  
Research and Policy  
Analysis  
California State  
University, San  
Bernardino

Shel Bockman is a professor of management at California State University, San Bernardino. He is also co-director for the university's Institute of Applied Research and Policy Analysis, a research institute which engages in consulting in areas such as marketing research, strategic planning, economic forecasting and program evaluation.

Bockman received his doctorate in sociology from Indiana University. He taught in the sociology departments at Purdue University and the University of California, Riverside. His areas of expertise include research methods, demographic analysis and organizational design.

Bockman has been the recipient of a Ford Foundation Urban Crisis Grant and a National Science Foundation grant. He has published and presented various papers in his area of expertise and has been involved in numerous institute consulting and applied research projects.

## Barbara Sirotnik



Professor/Co-Director  
Institute of Applied  
Research and Policy  
Analysis  
California State  
University, San  
Bernardino

Barbara Sirotnik is a professor of statistics and operations management/management science at California State University, San Bernardino. She is also co-director of the university's Institute of Applied Research and Policy Analysis, an organization which provides a variety of consulting services to public and private organizations in the Inland Empire.

Sirotnik holds her doctorate in statistics. Her areas of expertise include operations research, information management, computer programming and research methods. She has authored and co-authored theoretical articles in the areas of paired comparisons and contingency table analysis and has published applied research in factor analysis.

Sirotnik has extensive consulting experience with agencies such as the Bureau of Land Management, the Riverside County Health Department, various colleges and universities, the city of San Bernardino Redevelopment Agency and San Bernardino Department of Public Social Services.

## Michael Edwards



Vice President  
Chaffey College

For the past nine years, Michael Edwards, vice president of information and college services, has focused on providing Chaffey College staff and students with state-of-the-art computer hardware, software and equipment. He is currently heading programs that will connect all district classrooms, laboratories and offices to the Internet.

Two years ago, at the request of the Governing Board, Edwards developed a plan to revitalize technology throughout the district. This plan included the purchase of state-of-the-art IBM and Macintosh computers and equipment. It also included the installation of a tri-ring fiber optic network system, a digital telephone switch, which centralizes all district telephone communication, and network HUBs to provide connectivity to all on- and off-campus locations. This revitalization of the technology agenda allowed Chaffey College to have every classroom, laboratory and office wired to a central network with access to the Internet.

Edwards' goal is to assist faculty in exploring the possibilities of providing curriculum via

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## Inland Empire's Largest Employers

(Ranked by Number of Inland Empire Employees)

Company Name Address City, State, Zip	# Employees (IE) # Employees (Nationwide) Yr. Est. IE	Nature of Business	Employee Services • Van or Carpool • Health Club on Site • Daycare on Site	Marketing Contact Title	Top Local Executive Title Phone/Fax
57. Beaver Medical Group 2 W. Fern Avenue Redlands, CA 92373	846 846 1945	Medical Clinic, Physician Group	Yes No No	Sharon Humphreys Director of Marketing	David N. DeValk Administrator (909) 799-1818/796-0417
58. The Toro Company 5825 Jasmine St. Riverside, CA 92504	800 5,000 1962	Irrigation	Yes No No	C. Sloan Administrative Assistant	Rick Parod V.P./General Manager (909) 785-3424/359-1870
59. Redlands Community Hospital 350 Terracina Blvd. Redlands, CA 92373	800 800 1927	Hospital	Yes No Yes	Marcia Williams Director Public Relations	James R. Holmes President/CEO (909) 335-5505/335-6497
60. Yellow Freight Systems 2951 Lenwood Ave. Barstow, CA 92311	750 N/A 1930	Freight	No No No	J. Michael Bloss Terminal Manager	J. Michael Bloss Terminal Manager (619) 253-2937/253-6230
61. Consolidated Freightways 11888 Mission Blvd. Mira Loma, CA 91752	750 21,000 1970	Transportation	Yes No No	Larry Felix Division Sales Manager	Richard Johnson Division Manager (909) 681-1533/360-3452
62. City of Pomona 505 S. Garey Ave. Pomona, CA 91769	734 N/A 1888	Municipality	Yes No No	Darren Madkin Sr. Management Analyst	Severo Esquivel City Administrator (909) 620-2051/620-2295
63. Fender Musical Instruments 1163-A Pomona Rd. Corona, CA 91720	700 1,700 1985	Manufacturer of Electric Guitars & Amplifiers	No No No	N/A	Doug Mills Sr. V.P. Operations (909) 270-1685/270-2346
64. Roadway Express 17401 Adelanto Rd. Adelanto, CA 92301	700 26,000 na	Motor Freight	No No No	Jim Ferguson District Sales Manager	Bob Stull Division Vice President (760) 246-4101/246-2038

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## BANKRUPTCIES

Floyd Adams, Adrianna K. Adams, fdba Gorilla Construction, 12525 Eighth St., Yucaipa; debts: \$628,038; assets: \$476,590; Chapter 7.

Alexander R. Aguayo, Vera A. Aguayo, faw Veraco, Inc., dba Lupita's, 8495 Colorado Ave., Riverside; debts, assets schedules not available; Chapter 7.

Richard E. Anderson Jr., Jolie A. Anderson, 280 Kilworth Dr., Corona; debts: \$247,200, assets: \$147,600; Chapter 7.

Charles Alberto Aripez, Marie Del Carmen Aripez, fdba Aricam Eng., 40125 Los Alamos Rd., C-121, Murrieta; debts: \$155,257, assets: \$117,989; Chapter 7.

Martins A. Baltgalvis, Doris M. Baltgalvis, 1990 Moreno Ave., Corona; debts: \$237,976, assets: \$145,120; Chapter 7.

James Scott Boice, Linda Ann Boice, fdba Decor Electric, 808 Beverly Rd., Corona; debts: \$344,638; assets: \$272,950; Chapter 7.

Louis Bravo, Lorena Bravo, dba Amcal Automotive, 4291 El Dorado, Riverside; debts, assets schedules not available; Chapter 7.

Clara W. Brewster, 50 Diana St., Perris; debts: \$209,273; assets: \$500; Chapter 7.

Peter J. Bruni, Pete Bruni's Golf Pro Shop, 39540 Kensington, Rancho Mirage; debts: \$820,146, assets: \$225,678; Chapter 7.

Wayne Johnny Cagle, Brenda Kaye Cagle, 22769 Parkham St., Moreno Valley; debts: \$238,829, assets: \$113,045; Chapter 7.

Julie Marie Carpenter, 2292 Heritage Circle, Corona; debts: \$315,529, assets: \$225,600; Chapter 7.

Larry A. Castillo, Claudia J. Castillo, 1602 Garretson Ave., Corona; debts: \$218,398; assets: \$213,827; Chapter 7.

Lee Charissa, aw Consignment LTD, Inc., dba SS Consignments LTD, 69965 Indio Ave., Pinyon Pines; debts: \$68,809, assets: \$33,775; Chapter 7.

Abelino M. Chavarria, aka Abel Chavarria, Josephine P. Chavarria, aka Marty Chavarria, 51-790 Eisenhower Dr., La Quinta; debts: \$171,284, assets: \$253,700; Chapter 7.

Per Richard Christensen, Gail Spanski Christensen, aka Gail Dianne Spanski, 30021 Red Setter Pl., Canyon Lake; debts: \$245,186, assets: \$256,688; Chapter 7.

Walter Earl Davis, 4646 Sonnyside Dr., Riverside; debts: \$393,445, assets: \$291,500; Chapter 7.

Kary A. Fischer, Deborah J. Fischer, 21149 Denise, Wildomar; debts: \$617,001, assets: \$107,189; Chapter 7.

Thomas L. Fowler, 40589 Sunflower Rd., Murrieta; debts: \$203,986, assets: \$127,251; Chapter 13.

Luis N. Galvez, Zoila V. Galvez, 20177 Winton St., Corona; debts: \$334,131, assets: \$211,965; Chapter 7.

Richard L. Gay, Robyn A. Gay, aka Robyn Reed, Robyn Benn Gay, 15714 Biarritz Crt., Moreno Valley; debts: \$202,500, assets: \$167,525; Chapter 13.

Jason Douglas Glasser, aka Jason D. Glasser, Jason Glasser, 923221 Compass Dr., Canyon Lake; debts: \$645,858, assets: \$525,858; Chapter 7.

Marco A. Gonzalez, 3585 Mapleleaf Dr., Riverside; debts: \$70,700, assets: \$234,335; Chapter 13.

Dinah Marie Gordon, aka DinahCQ Gordon, dba Dihnna Marie Psychic, 3443 Central Ave., Riverside; debts: \$181,026, assets: \$192,000; Chapter 7.

Kevin A. Greve, Melinda M. Greve, aka Melinda Mary Greve, dba The Flower Girl, 11170 Pala Pl., Mira Loma; debts: \$326,119, assets: \$193,345; Chapter 7.

John Marshall Grissom, Deborah JoAnn Grissom, 485 Beta Crt., San Jacinto; debts: \$246,417, assets:

\$128,150; Chapter 7.

Candace Marie Hardesty, aka Candace Marie Hong, 3979 Pierce St., #376, Riverside; debts: \$201,525, assets: \$157,045; Chapter 7.

Charles L. Hare, Vickey J. Hare, 1811 Bowdoin St., Corona; debts: \$239,400, assets: \$165,100; Chapter 7.

Eric W. Harris, dba Perfect Touch Auto Body Shop, 1796 West Carpenter St., Rialto; debts: \$232,900, assets: \$174,300; Chapter 13.

Russell Henderson Jr., 3247 West Jacinto View Rd., Banning; debts: \$340,491, assets: \$197,855; Chapter 7.

Eugene M. Hinesley, Maria D. Hinesley, fdba Mamas Kitchen, 2 Calle Abajo, Palm Springs; debts: \$69,157, assets: \$32,588; Chapter 7.

Terry Joe Hoffman, Colleen Marie Hoffman, 1457 Adobe Way, Palm Springs; debts: \$227,160, assets: \$141,668; Chapter 7.

Sisto Holguin Jr., Rita D. Holguin, 3892 San Marcos Ave., Riverside; debts: \$200,173, assets: \$157,200; Chapter 7.

Michael D. Jarnagan, Rosemary A. Jarnagan, 1064 Peaceful, Corona; debts: \$942,490, assets: \$7,760; Chapter 7.

Jesse A. Jobe, 437 Cougar Way, 1F, Beaumont; debts: \$221,970, assets: \$5,600; Chapter 7.

Robert Lee Johnson, 23591 Breezy Meadow Crt., Moreno Valley; debts: \$215,423, assets: \$124,925; Chapter 7.

Kenneth Michael Kerns, aka Mike Kerns, Cynthia Lynette Kerns, aka Cyndi Kerns, 498 Fairbanks St., Corona; debts: \$287,200, assets: \$220,800; Chapter 7.

Carl A. Landry, Sarah L. Landry, 736 St. Helena Dr., Corona; debts: \$278,950, assets: \$170,400; Chapter 7.

Joseph M. Litz, 81399 Avenida Coyote, Indio; debts:

\$195,815, assets: \$216,520; Chapter 7.

Donald Ernie Livingston, fdba Livingston Wood Quarter Horses, 909 Armory Rd., #416, Barstow; debts: \$141,485, assets: \$116,725; Chapter 7.

Steven Ross Loerzel, Holly Rose Loerzel, Previously: R & D Golf Center, 3262 Cabana St., Mira Loma; debts: \$229,580, assets: \$113,097; Chapter 7.

Charles Curtis Long, Ella Sharon Long, aka Ella Sharon Gallek, 37156 Santarosa Glen Dr., Murrieta; debts: \$269,864, assets: \$248,147; Chapter 7.

Juan Alberto Luciano, Nermi Teresa Luciano, 2992 Coral St., Corona; debts: \$339,150, assets: \$232,000; Chapter 7.

Jose Luis Mandujano, Lusso's Ice Cream, 17748 Miller Ave., Fontana; debts, assets schedules not available; Chapter 13.

Arturo Martinez, Magdalena Martinez, 38030 Adams St., Bermuda Dunes; debts: \$243,400, assets: \$116,200; Chapter 7.

William E. McElroy Jr., Debbie McElroy, 3939 Middleton Pl., Riverside; debts: \$223,717, assets: \$155,322; Chapter 7.

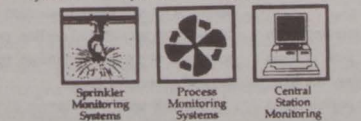
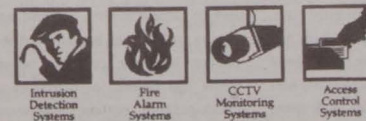
James William McIlrath, Desiree Lynn McIlrath, fdba Bouncing Parties, 20459 Camino De Gloria, Riverside; debts: \$185,240, assets: \$150,534; Chapter 7.

Lawrence Mitchell, Marjorie Mitchell, 10069 Delphi Crt., Riverside; debts: \$229,831, assets: \$147,075; Chapter 7.

David Eugene Muniz, dba Dave's Mobile Locksmith Services, 4178 Fourth St., Riverside; debts: \$27,663, assets: \$6,090; Chapter 7.

Debra Lynn Palestina, aka Debra Lynn Rifkin, 73-160 Shadow Mountain, Palm Desert; debts: \$264,403, assets: \$262,819; Chapter 7.

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# Inland Empire Restaurant Review

## A Deeply Moving Experience at P.J.'s Abbey

by Joe Lyons

Once again I have been dragged, screaming and kicking, out of the Inland Empire and down into Orange County. Everyone does it sooner or later, I'm told.

On top of it all, I find myself in a church. This is not MY church! What would my sainted Irish mother say?

But wait. This is no longer a church. This is P.J.'s Abbey, a restaurant that resides in what was an abandoned church, where, thanks to the city of Orange redevelopment and the dreams of owner Gary Mead, the only prayers are for the gifts which we are about to receive.

Gary (and his son, Gary Mead, also) got the building from the city for about \$400,000 and put about a million of their own into remodeling. They even print a quarterly newsletter to sing the praises of their Old Gothic Church and the entire Old Town Orange and Orange Historic Plaza District

("Antique Capital of California").

Appetizers come fast and furious. Sautéed Button Mushrooms to fight over (\$6.95). Grilled Wild Mushroom Polenta with Marinara Sauce (\$6.95). Lightly battered, but not abused, Tempura Appetizer come in Veggie, Chicken and Shrimp (\$7.95). Ahi Tuna Salad is next (\$8.95) or the now ubiquitous Pan Seared Ahi with citrus soy vinaigrette (\$16.96).

Entrees are, literally, a blur, because they are split up and served altogether on a plate for each person. They include the Charbroiled Choice New York Steak with a mushroom demi glaze (\$17.95), the St. Louis Spare Ribs (full order: \$17.95), the Pan Seared Pork Tenderloin with a sun-dried cherry walnut sauce and garlic mashed potatoes (\$17.95). Is it just my imagination running away with me or are more and more restaurants now serving REAL mashed potatoes?

In accordance with the laws of "The Food Police of Orange

County," P.J.'s Abbey serves "Gourmet Pizzas" (\$5.95 to \$6.95). Since we are from the Inland Empire, we have a dispensation in this matter. But we do do dessert. Among the usual sweet fare on the "Can I Show You . . ." platter is a carrot cake to die for. (If you die in a former church, do you go to a former heaven?)

One other thing you need to know is that both Gary Meads are very proud of their daily soups. The House Vegetable and the Soup of the Day are both \$2.75 for the cup and \$3.50 for the bowl.

At P.J.'s Abbey, lunches are served Monday through Friday 'til 3 p.m. and dinner is Sunday through Saturday beginning at 5 p.m.. On Sunday mornings, the Mead family rests . . . or watches football on TV.

P.J.'s Abbey is located at 182 South Orange Street, Orange. For more information, call (714) 771-8556.

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## Would a Digital Copier Cut Your Print Budget?

by Ramona Benjamin

Digital copiers are technological breakthrough equipment that have proven to save money in various industries.

Today's technology is changing rapidly. Business tools are becoming more and more powerful. In order to stay competitive, companies are enhancing their tools in the workplace to improve their overall productivity. Most companies are discovering that digital technology is the answer.

The everyday business needs can be accomplished faster than ever through the use of the digital copiers. This is new technology for small and home-based offices, but it has been used successfully at large commercial print shops for many years. Advances in our use of powerful technological tools have moved us ahead from the traditional pre-press printing work flows to digital printing.

Here are some saving factors that can help in making the change:

### Savings on printing set up fees

There is no need to print in large quantities to cut down the per copy cost. With the new digital machines the printing can be done from electronic files when

needed. As little as one copy to as many copies as needed, and it all looks the same every time. At the same time there is no need for storage of these printed materials. Savings can also be measured through an upgrade in the quality output.

### The cost of customization can also be saved

With digital printing, companies have greater flexibility over their documents. The changes can be complex or simple. All that needs to be done is a change in the electronic file. It can also be used to personalize or customize the company's documents.

### Savings in time

Information moves quickly through networks, from desk to desk, office to office, business to business any where in the world and in various electronic formats to be used in any shape or form. Don't forget the savings on overnight mail, delivery and postage. Now it can all be electronically distributed and printed at any location. No More Missed Deadlines!!!

### Savings on redundant equipment

Some multi-function digital copiers,

like the Xerox digital copier family, work as copiers, scanners, printers and fax machines, eliminating the need for having redundant machines. As a result, these machines use less office space.

### Digital technology can even reduce cost and time of reproducing color

Digital color copiers are more affordable than ever. It's now time to upgrade and leverage on tomorrow's technology available today by increasing the features and options to produce any document. The Xerox digital copier family, the newest most technologically advanced copiers, can be the answer: From black and white with more than 100 shades of gray to color. Move into digital equipment one step at a time with modular flexibility of adding options one step at a time.

And there's more: More reliable than the traditional copiers, increased productivity, incredible image quality, scan once—print many, copies and faxes, and easier to use.

Digital copiers have evolved to simplify document management. Get ahead of the competition, work more efficiently; get a digital copier today!

## Printing Your Money's Worth

by Greg Faust

There are many aspects to a print job: design, copy writing, photography, electronic pre-press and the overall purpose of the piece. Cutting corners can be tricky, but if they are well thought out and well planned, they can save you hundreds of dollars on your next print job.

The first thing to do is to establish a budget. It is at this time that you can consider custom photography, professional design, professional copy writing, etc. After you have determined the purpose of your piece, you will be able to tell what corners you can cut without compromising the results. The number of photos, number of pages and kind of paper all make a big difference in the cost.

Paper choice is an area where you can save money. Choosing the right paper stock can also make the piece look great or cheap. If you tell your printer the overall purpose of the piece and ask for his recommendations in regards to paper, he will usually steer you in the right direc-

tion. Sometimes a different paper can save you hundreds of dollars. Your printer may have an overstock on a paper that you can get at a reduced rate. You save money and the printer gets it out of his warehouse.

Quantity is always a difficult decision. The key to choosing the right quantity is in planning. If your purpose, design and copy are well thought out, you can print a higher quantity and therefore reduce the cost-per-piece. If you are a poor planner and flying by the seat of your pants, you may be forced into paying for a smaller quantity and doing the whole thing over in six months or a year because your strategy was wrong or the copy wasn't well thought out. This is good for the printer but costs you more.

Printers specialize in different areas. You don't need to take a quick print job to a big commercial printer. You also don't want to mess around with quick printers for a very complicated piece. By looking around, asking for references,

taking tours of printing facilities and meeting the people involved, you will get a good feel for who is right for the job.

Don't ever be afraid to be critical of the process. Ask all the questions you can before the printer gets the job. When it is time for a baseline, color proof or press check, ask questions. What's that speck? Is that color going to look like that? If the printer seems uncomfortable, unwilling or offended by your concern, find another printer.

Planning, planning, planning. The more time you take up front, the more money you can save in the long run. Look at your competitors, what do you have to do to look different or better? The best printer is the one who you have a relationship with, one that can help you from start to finish. Ask the right questions and make sure you get what you want within your budget.

Greg Faust is vice president of sales for Faust Printing in Rancho Cucamonga and can be reached at (909) 980-1577.

## INLAND EMPIRE PEOPLE

by Judianne Triglia

of expectation.

From playing professional soccer in South America to managing food and beverage operations for the San Bernardino Hilton, Edward Voysest says teamwork is everything.

Born in Havana, Cuba, the manager had dreams to play professional soccer. Given the opportunity he played until an injury brought him to his other passion: Management.

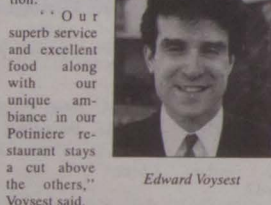
Always geared toward management, Voysest received his bachelor's in business from California State University, Northridge. In a successful attempt to combine business with pleasure, he sought careers that would allow him to travel, such as working as a manager of operations for American Airlines for four years.

Later managing a Cuban restaurant in Los Angeles, Voysest finally set his sights on the hotel business.

With the San Bernardino Hilton for a year, Voysest said he has found that managing The Potiniere restaurant as well as banquets, bars and room service for the hotel is a challenging job.

"It's all about timing and communication, and a very, very important word is teamwork," he said.

When it comes to Potiniere, the director of food and beverage finds enjoyment in working with employees and being able to perform at the highest level



Edward Voysest

Voysest admits that he could not accomplish his goals without his department managers and supervisors: Willie Tucker, Donna Mitchell, Mary Lou Anderson, Ron Ruiz, Sudi Stuart and the support of the general manager Tim Jenkins.

At 36, the Colton resident said he really gets a kick out of working with the hotel and still has great plans for himself to continue in the business.

"The way I see it, there is still so much more to do," he said.

For reservations at Potiniere, call (909) 388-7930. For information regarding sales and marketing, contact Director Dael Strange at (909) 388-7911. For information regarding wedding receptions, birthday functions, etc., call Catering Manager Nelly Panah at (909) 388-7908.

## San Bernardino's Courthouse ...

continued from Page 6

sulting agencies and the press infuse the area with a human knowledge class. Restaurants, cafes, espresso bars and shops cater to this daytime professional crowd. Hotels and shopping malls host visiting witnesses, parties and attorneys.

Downtown streets, teeming with professional-class pedestrians, become safe and walkable during the day, spurring the city's diverse population to congregate for a dynamic and healthy social interaction. The revenues collected from these enterprises allow for the provision of more security, municipal services, redevelopment and beautification, the enablers of further economic growth and downtown magnetism. This civic and economic life, all of which feeds off the central judicial infrastructure—the courthouse—is what creates vibrant downtowns and healthy cities.

One needs only to take a short comparative drive through the downtowns of Riverside and San Bernardino to see how their relative success and lack of success at attracting and maintaining courthouses has affected these factors. Note the contrasts between bustle and desolation, Starbucks and check-cashing outlets, help-wanted signs and for-sale signs, renovation and dilapidation, growth and decline, prosperity and depression, optimism and a sense of continuing decay.

We call upon the citizens of our region to rise and rally behind the cause of the strong regional economy, grounded with thought and vision and not dictated by regional politics. Time is running out. As our central courthouse goes, so will the future of our county seat.

Bill Lemann is an attorney practicing in San Bernardino County, and Neil Shouse graduated from Harvard Law School in June.

PRINTING



# MORE NEW BUSINESS

Edmundo Cabrera  
**Renaissance Digital**, 19147 Lyle Ave., Corona, CA 91719-3810 Edna Pape  
**Rulz Food Equipment**, 2101 E. Francis St., Ontario, CA 91761-7723 Edward Ruiz  
**Fine Line Painting & Decorating**, 25615 Sierra Bravo Ct., Moreno Valley, CA 92551 Edwin Sosa  
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**All That Blooms and More**, 2581 Chino Hills Pkwy., Chino Hills, CA 91709-5117 Elenita Yuhico  
**Teddy's Bears**, 17073 Navajo Rd., Apple Valley, CA 92307 Elinor Johnson  
**Collectors Classics Int'l.**, 1895 Camino Del Rio S., San Diego, CA 92108 Elisabeth Magenheim  
**Valley Tracer Co.**, 15300 Palm Dr., Spc. 187, Desert Hot Springs, CA 92240-6958 Elmer Swanger  
**Cheetahe Grp.**, 1402 Crown View Dr., Corona, CA 91720 Ene Taylor  
**Flamingo Hts. Road House**, 122 Old Woman Springs Rd., Yucca Valley, CA 92284-1623 Enos Lambert  
**Hot Stop of Joshua Tree**, 65180 Pluto St., Joshua Tree, CA 92252 Erik Hov  
**Elderwood Farms**, 26124 Elderwood Pl., Hemet, CA 92544-6635 Erma Voltz  
**DJ Dimensional - X**, 2011 Arden Ave., Apt. 132, Highland, CA 92346-5110 Esteban Campos  
**Graphics Illustrated**, 26178 Community Blvd., Barstow, CA 92311 Eugene Leslie  
**Desert Psychiatric Assoc.**, 72624 El Paseo, Ste. C1, Palm Desert, CA 92260-3316 Evelyn Edelmuth MD  
**Express Carpet Care**, 74940 Hwy 111, #232, Indian Wells, CA 92210 Express Carpet Inc.  
**Flo's Balloons**, 68499 Empalmo Rd., Cathedral City, CA 92234 Florencia Lerma  
**Vidaca Radiators**, 108 S. Stoddard Ave., San Bernardino, CA 92401 Florencia Vidaca  
**One Stop Auto Supply**, 75-150 St., Charles Pl., Palm Desert, CA 92211 Floyd Vail  
**Gospel Truth**, 24540 Freeport Dr., Moreno Valley, CA 92551-7415 Francine Varner  
**Desert Auto Liquidators**, 79-410 Hwy 111, La Quinta, CA 92234 Francisco Marcedo  
**FC Swiss Revision Co.**, 18630 Collier Ave., #M, Lake Elsinore, CA 92530 Francisco Cottet  
**F & S Home Repair**, 624 E. Boxwood Ct., Ontario, CA

91761-5422 Frank Banta  
**Community Substance Abuse**, 588 W. Las Vegas Rd., Palm Springs, CA 92262-1444 Frederick Slack  
**Yum Yum Donuts #42D**, 380 E. Sixth St., Beaumont, CA 92223 Gabriel Armas  
**Gabrielle's Designs**, 54200 N. Circle, #B2, Idyllwild, CA 92549 Gabrielle Bohannah  
**Skills for Success**, 404 W. 9th St., San Bernardino, CA 92401-1014 Gary Sundelius  
**Razzie Dazzle Wigs**, 325 E. Florida Ave., Hemet, CA 92543-4207 Geneva Cruz  
**XXX**, 40477 Murrieta, Hot Springs Rd., #D9, Murrieta, CA 92563 Gennaro Calabrese  
**DHS Rental Properties**, 9675 El Rio Ln., Desert Hot Springs, CA 92240-1531 George Ruppert  
**Big Scoop Yogurt**, 73131 Country Club Dr., Palm Desert, CA 92260-2339 Gerald Fell  
**Inland Detroit Svc.**, 346 S. "I" St., Ste. 8, San Bernardino, CA 92410-2443 Gilbert Ramirez  
**GAB Enterprise**, 1201 University Ave., #102, Riverside, CA 92507-4563 Gina Nicholson  
**A Valuvan Line**, 12248 Industrial Blvd., #D, Victorville, CA 92392 Glen Goslaw  
**G & M Private Security**, 31010 Morningside, Lucerne Valley, CA 92356 Glennis Jeffreys  
**Pacific Western Financial Network**, 27919 Front St., Ste. 207, Temecula, CA 92590-2653 Gordon Petrie  
**Active Drilling & Pump Supply**, 23641 California Ave., Hemet, CA 92545 Grady Lawrence  
**T&T Cattle**, 6301 Archibald St., Corona, CA 91720-9656 Greg Troost  
**Willow Woods Country Gifts**, 39168 Big Bear Blvd., Big Bear Lake, CA 92315 Gregg Eicholtz  
**GT Pool Svc.**, 700 W. Olive St., Redlands, CA 92373 Gregory Myers  
**Sea Resources**, 240 Suffolk St., Corona, CA 91720 Gunther Mothes  
**Guthy Renker Video**, 41550 Eclectic St., Ste. 200, Palm Desert, CA 92260-1922 Guthy-Renker Co.  
**Integrity Network Svc.**, 5870 Arlington Ave., #T, Riverside, CA 92504-2037 Hampton Boykin  
**Pro Pack Co.**, 604 Walnut Cir., Corona, CA 91719-3959 Hank Granneman  
**Goodfellas**, 1089 S. Mount Vernon Ave., Colton, CA 92324-4202 Hans Widney  
**Munifinancial**, 28765 Single

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**Starmark Industries**, 2434 Burt St., Upland, CA 91784-1034 Hector Gamboa  
**Palm Grove Hotel**, 2135 N. Palm Canyon Dr., Palm Springs, CA 92262-2831 Hemant Khatri  
**Jefferson Arms**, 3742 Jefferson St., #58, Riverside, CA 92504-3568 Henrik Khechoom  
**Vall Ranch Cleaners**, 31821 Hwy 79, #R5, Temecula, CA 92592 Henry Kang  
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**Shurtec**, 10164 Cedar Ave., Bloomington, CA 92316-2234 Jamie Palmer  
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**AC Construction**, 11915 Liverpool Ln., Moreno Valley, CA 92557-6133 Javier Trill  
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**Papa Primo's Pizza**, 16199 Enramada Rd., Victorville, CA 92394-1207 Jean Hogan  
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**Printing Inc.**, 511 Courier Ave., Apt. C, Redlands, CA 92374-3479 Jeffrey Lim  
**No Mans Land Girls Wear**, 360 W. Foothill Blvd., Upland, CA 91786 Jenine Laue  
**Wee Care Child Care**, 41104 Mountain Pride Dr., Murrieta, CA 92562-2034 Jennifer Mc Kinley  
**Mesa Materials**, 8644 Fontera Ave., Yucca Valley, CA 92284 Jeremy Bogart  
**Geotech Supply Int'l.**, 475 Sloan Dr., Corona, CA 91719-6166 Jerry Ramos  
**JBE Auto Detail**, 4940 Vanderbilt St., Ontario, CA 91761-2202 Jesus Reynoso  
**Tile City of Cal Inc.**, 2364 Ventura Blvd., Camarillo, CA 93010-6644 Jim McGrath  
**J&K Rutledge Equipment Rentals**, 12261 10th St., Yucaipa, CA 92399 Jimmy Rutledge  
**DH Builders**, 5871 Sandoval Ave., Riverside, CA 92509-6343 Joan Davis

**R&J's Party Palace**, 27941 B Diaz Rd., Temecula, CA 92590 Joanne Flowers  
**ARC San Bernardino Riverside**, 362 E. Wabash St., San Bernardino, CA 92404-5321 Jocey Hallman  
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**JBR Enterprise**, 608 E. Raymond St., Upland, CA 91786 Joel Ratcliff  
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**Fantastic Cuts**, 604 W. Baseline Ave., San Bernardino, CA 92405 Johnny Ramirez  
**Paint by Numbers**, 3233 N. Mountain Shadow Dr., Palm Springs, CA 92262-1733 Jonathan De La Torre  
**Kormex Trans Parts**, 2151 E. Philadelphia St., Ontario, CA 91761-8061 Jong Han  
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## Decision delayed ...

continued from Page 3

supervisors use the facts," said Kay Hazen, vice president of public and government affairs for MRC, of which Kaiser owns 70 percent.

But the Riverside County Board of Supervisors met July 22 to discuss the issues surrounding the landfill and came up with a number of additional concerns about the project.

"I seriously doubt if a vote, in its final form, could happen on Aug. 12," said Robert Nelson, CEO of the Riverside County Waste Resources Management District.

The original proposal was set back in 1994 when a San Diego County Superior Court judge ruled that the environmental impact report was incomplete. Three years later, the concerns of the board seem to have shifted from the environment to other funding and project details.

"[The delays are] frustrating but the project has been improved, and that's a good thing," said Hazen of MRC. "But there comes a time to gather the facts together and make a decision. Now is the right time and this is the right place."

But the board has raised several concerns, which could significantly delay the project.

Among the concerns of the board were suggestions about revisions to the project. The most drastic recommendation was to reduce the daily capacity from 20,000 tons to 10,000 tons.

"We may have killed the project right there," said Supervisor John Tavagione.

Another request by board members is to have Kaiser Ventures sign the agreement and be listed as a signatory on the project along with MRC as well as pay more for the space. How much more MRC and Kaiser would have to pay for the land was not discussed.

Another issue is the transportation of the waste to the dump. Kaiser proposes to use a private railway, which runs near the site and the town site where many workers will live, to transport the waste. Controversy surrounding this method led the board to ask for

funding for an additional railroad crossing by the time of startup.

The board also looked at funding for environmental mitigation. A trust to pay mitigation is included in the proposal, but the board discussed having another form of handling the money. No specific idea has been negotiated yet.

The board also considered

a \$10 million endowment with the University of California, Riverside, to provide air quality research and landfill performance research.

The proposed landfill has already set the shareholders of MRC back \$50 million. The possibility of such a grand investment drove Browning-Ferris Industries to another site earlier in the project's history.

But the board's concerns have not ended the project, and Kaiser and MRC are still optimistic.

"[The negotiating committee] is in good faith negotiating," said Terry Cook, senior vice president and general counsel for Kaiser Ventures and MRC. "In some form . . . almost all the issues will be addressed by Aug. 12."

## HATE RADAR? JAM IT! Legally!

**THE STEALTH TELE RADAR JAMMER** jams police radar and laser using recently developed technology which prevents the Radar Gun Operator from getting a speed reading. The Stealth Tele Radar Jammer makes radar detectors obsolete.

**Speeding tickets make hundreds of millions of dollars annually for governments.** Why continue to be a victim of police radar? The Stealth Tele Radar Jammer is a more aggressive method of protecting yourself from being tapped by police radar.

**What is the actual cost of a speeding ticket?** It could cost hundreds or perhaps thousands of dollars when you consider the fine, increase in insurance rates, legal costs and the cost of alternate transportation if you lose your drivers license.

**The Stealth Tele Radar Jammer has been cleverly designed to look identical to a cellular telephone.** We have done this so that it will not be identified as a radar jamming device. If someone attempts to use the jammer as a cellular telephone, "low battery" will appear. The attach pads are programmed so that the user can retrieve information such as how many speed traps you pass in a day, type of radar and time of day. The Jammer can be programmed to alert you to the presence of radar like a detector. This feature when used does not effect the radar jamming function. There are no bells, beeps or flashing lights to warn you of radar like a radar detector. Simply switch on the Stealth Tele Radar Jammer and drive.

**The Stealth Tele Radar Jammer monitors, analyses and jams all types of radar currently in use by North American police forces** including X and K band, super wide band, Ka, photo radar, and laser and all instant on or pulsed radar guns. The new technology we have developed does not require input from a radar gun before it determines the type of radar used and then send a jamming signal. Our Jammer sends out thousands of signals a minute to jam all the various types of radar.

Most police utilize "instant on" or "pulsed" radar guns which provide drivers using radar detectors only 1/10 of a second to react to the radar warning and slow down if they are speeding. Instant on or pulsed radar guns make even the best radar detectors no more than a TICKET ALARM.

Robert is a Sales Representative for a company that manufactures and distributes medical supplies. He lives in Des Moines, Iowa and covers all of Iowa and Nebraska. He drives approximately 25,000 miles per year. Here are his comments. "I was asked to use the Stealth Tele Radar Jammer for 6 months. In my business I make appointments 2 to 3 weeks in advance. The people I deal with are very busy therefore I must be on time. My driving record was not good because of speeding tickets. During the 6 month test I never got a speeding ticket. At the end of each day I would check the jammer to get a reading of how many radar traps I passed through. I was surprised by the number of radar traps I didn't see as indicated on the jammer. I never realized how many radar traps there are. I made all my appointments on time."

"I believe the Stealth Tele Radar Jammer is the most significant technological development for protecting drivers from speed traps ever invented. I was involved in the development and testing of this product from the idea stage and can therefore personally guarantee its trouble free and accurate operation for many ticket free years of driving." Stan Sullivan - Vice President of Research and Product Development.

The Stealth Tele Radar Jammer has the following features:

- 3 mile range with 360° protection
- Computer controlled and tested 3 times before being shipped
- Weight 14 oz.
- 3 year replacement warranty
- Universal mounting hardware for cars, trucks and motorcycles
- Power loss alarm and "on light"
- Complies with FCC rules
- Accessory power cord or battery operated



- Owners manual and warranty information included
- Auto shut off preserves battery life
- Efficient power consumption design that maximizes battery life
- Portable between vehicles
- Each time you switch on the Jammer an automatic test is performed. If there is a problem the power loss alarm will sound and the "on light" will not appear.
- If a new type of police radar is developed we will upgrade your Jammer for a minimal cost.

IF YOU ARE CONCERNED THAT THE POLICE WILL BE SUSPICIOUS IF THEY DO NOT GET A READING PLEASE NOTE THAT IT IS NOT UNUSUAL TO GET NO READING OR A CONFUSED READING BECAUSE THERE ARE MANY SIGNALS THAT CAN INTERFERE WITH RADAR GUN SIGNALS. MOST IMPORTANTLY RADAR JAMMERS ARE NOT ILLEGAL EXCEPT IN OKLAHOMA, NEBRASKA AND MINNESOTA. OUR JAMMER IS LEGAL FOR TRUCKS BECAUSE IT IS NOT A RADAR DETECTOR. IF THEY DON'T GET A SPEED READING THEY CAN'T WRITE A TICKET.

**If you ever get a speeding ticket while the Stealth Tele Radar Jammer is in use, the manufacturer will pay the cost of the ticket and all reasonable associated costs.** We will also replace the jammer at no cost. Details of the ticket rebate program are outlined in the Users Manual.

The Stealth Tele Radar Jammer costs \$249.00 each plus \$9.00 each for Shipping and Handling. Orders of from 2 to 5 Jammers deduct 5% each, 6 to 10 Jammers deduct 10% each, 11 or more Jammers deduct 15% each.

The optional Speed Set feature that allows you to set the speed you want the police radar to read (if you are travelling at 65 mph in a 55 mph zone you would set the Stealth Tele Radar Jammer at 55 mph which is the reading the police radar would receive), costs \$49.00.

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# WHO'S WHO IN EDUCATION

continued from Page 52

the Internet, expand the district's network to provide asynchronous transmission mode capabilities and video conferencing capabilities, and maintain the latest in technology within the district.

Edwards has enjoyed the challenge Chaffey has provided him for the past nine years.

## Barbara Bashein



Assistant Professor  
California State  
University, San  
Marcos

Barbara Bashein is an assistant professor of information systems in the College of

Business at California State University, San Marcos, who brings her more than 25 years experience managing information systems organizations and projects to the classroom.

Bashein was a partner with Anderson Consulting. She directed large-scale information systems and operations improvement projects in a variety of industries. She received a bachelor's in mathematics from Carnegie Mellon University, a master's in computer science from the University of Southern California and a doctorate in the management of information systems from Claremont Graduate School.

Bashein is a key faculty member in the California State University, San Marcos, master's in business administration program. She enjoys overseeing the masters' projects that blend theory and practice. She also enjoys working with professionals from many industries and geographical locations.

## George Diehr



Associate Dean  
California State  
University, San  
Marcos

George Diehr, associate dean of the College of Business Administration and

director of its master's in business administration program, is an inventor and creator.

After obtaining his doctorate at the University of California, Los Angeles, in 1969, Diehr was on the faculty of the School of Business Administration at the University of Washington for 21 years. He joined California State University, San Marcos, in 1990, its first year of classes. He served as interim dean and chair of the university's academic senate. Prior to assuming administrative responsibilities, he was

professor of management science with teaching and research interests in statistics and database management.

Diehr enjoys developing new academic programs and seeing them implemented. He also likes finding new ways to be innovative and entrepreneurial in a state bureaucracy. Diehr is an educator who gains satisfaction from invention and creation.

## Donna Boyd



Director of Marketing  
and Promotions,  
Office of Extended  
Education  
California State  
University, San  
Bernardino

Donna Boyd is the director of marketing and promotions for the Office of Extended Education at California State University, San Bernardino. She is responsible for promoting the various services of the organization, including extension programs, conference services, the American Culture and Language Program, off-campus programs and summer session.

"The challenge and creativity involved in promoting such a variety of programs and services is what I enjoy most about my job," Boyd said.

Boyd is accredited in public relations by the Public Relations Society of America (PRSA). She served as PRSA president and is currently the chapter's assembly delegate and treasurer for the western district. Boyd received an honorable mention from the California Inland Empire Chapter Polaris Award's program for her coordination of the grand opening of the Yasuda Center for Extended Education in 1995.

Boyd received her undergraduate degree in journalism/public relations from Oklahoma State University in 1987 and her master's degree from California State University, San Bernardino, in 1994.

## David Biggs



Professor  
Western State  
University  
College of Law

David Biggs, professor at Western State University College of Law, has spent most of his law career in the public eye. As a public defender, he has represented some of Orange County's most notorious criminals. But Biggs is best known on campus for creating an externship program with the district attorney's and public

defender's offices.

Biggs began his law career in Utah but moved to Irvine to work in the public defender's office. He represented Mark Hilbun, the man accused of going on a shooting rampage in a Dana Point post office.

In 1994, Biggs starting teaching at Western State. He specializes in criminal law, criminal procedure and evidence. This past January, students from Western State began working in the Orange County public defender's and district attorney's offices through a program Biggs created. Twelve third-year law students each put in 150 hours during the semester for class credit.

During the O.J. Simpson trial, Biggs appeared on numerous radio and television shows as a legal analyst. By doing this, he hoped to give the public a greater understanding of the legal system.

Biggs enjoys sharing his experiences with students. He believes that experience is key in having a successful law career, which is why he created the externship program.

"There is absolutely no substitute for experience," he said.

*Who's Who in Education was compiled by  
Judianne Triglia and Devlin Smith.*

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CALENDAR<sup>97</sup>

**6** The Advanced Marketing Association is hosting educational seminars every Wednesday about the selling process. "Prospecting Without Cold-Calling!" is the title of the seminar and the best-selling book by speaker D. Forbes Ley. The three-hour seminars are free and by reservation only. Seminars are from 1:30 to 5 p.m. at the Marriott Hotel on Holt Street near

the Ontario Airport. For more information, call (800) 772-1172.

**6 to 10** The Palm Springs International Short Film Festival will be held at the Annenberg and Springs theaters. The festival in Palm Springs will feature about 200 films ranging from one to 60 minutes. Competition categories will include

film, animation, video and students. Tickets for the opening night film and reception are \$20. Weekday screenings before 5 p.m. and weekend screenings before 1 p.m. are \$5. All other shows are \$8. For more information, call (760) 322-2930.

The Employers Group will be charged \$195 and non-members \$245. There is a \$175 special discount rate for groups of three or more members. For more information, call (909) 784-9430.

**13** The Center for International Trade Development is offering a three-hour workshop beginning at 1 p.m. and entitled "The ABCs of Exporting/Importing." This workshop will describe the important elements of an import/export transaction, such as required documentation, production capacity, shipping, insurance, evaluation of business potential and the methods of getting paid. A transaction flow chart will guide you through the sequence. For information and registration for this \$25 workshop, call (909) 629-2247.

**18** Want to start a business? Don't know how to get started? The Small Business Development Center is offering a two-hour workshop on the basics of starting a business. Starting at 6 p.m., this workshop is designed to develop an awareness of the life/work style of owning a business, what is needed and how to get started. Upon completion, entrepreneurs are then able to work one-on-one, by appointment, with a professional business consultant specifically on their business. For information, call (909) 629-2247.

**15** The Employers Group can help business owners ensure protection from potential liability and avoid legal pitfalls by teaching the requirements regarding employers' access to employee wages. The nonprofit is hosting a "Wage Deductions and Setoffs" seminar in Riverside. Richard Roth, president of Reid & Hellyer, will speak to payroll administrators, human resources practitioners or accounting personnel who need an introduction or review. The cost for members is \$65 and for non-members it's \$80. Special discounts are offered for groups of three or more members at \$60 per person. The seminar will be from 9 to 11 a.m. at the Mission Financial Center. For more information, call (909) 784-9430.

Inland Empire supervisors and managers are invited to a seminar on "Management Skills for Successful Supervisors." The workshop is a comprehensive overview of the role of the supervisor. Participants will examine their changing supervisory roles and learn techniques for developing positive attitudes in employees. The seminar is from 9 a.m. to 4 p.m. at the Ontario Airport Hilton. Members of

**22** If you are a small business owner looking to receive help with financing, then this workshop is for you. The Small Business Development Center is offering a two-hour workshop starting at 12 noon that covers the various financing options available to small businesses. The array of SBA loans are covered, including information about the general qualifying criteria, the application process and the documentation needed in applying for an SBA loan. Upon completion of this orientation, attendees will be able to meet with a professional business consultant, by appointment, at no charge, for assistance on preparing the necessary documentation for an SBA loan. For information, call (909) 629-2247.

**23** The second annual "Cruise for a Cure" charity fund-raiser to benefit the Pediatric Aids Foundation will be held at the Mission Inn in Riverside from 6 to 11 p.m. All proceeds will go to support AIDS research and treatment of HIV in infants and children. Tickets are \$100 per person and reservations can be made by calling the Inland Empire Association of Health Underwriters at (909) 624-1326.

## REGULARLY SCHEDULED EVENTS

## Monday

Business Builders of Rancho Cucamonga, weekly, 7 a.m. at Socorro's Mexican Restaurant, 10276 Foothill Blvd., Rancho Cucamonga. Membership: \$25. Contact: Dawn Grey, (909) 484-5244; Shirley Patrick, (909) 625-2386.

Personal Break Through/Networking, weekly 7 a.m. at 7385 Carnelian St., Rancho Cucamonga. The club meets to discuss maximizing-business and personal leverage. Contact: Warren Hawkins, (909) 626-2681 or (909) 517-0220 (pager).

## Tuesday

Business Network International, La Verne Chapter, weekly, 7 a.m. at Cino's, 309 E. Foothill Blvd., Pomona. Contact: Donald Clague, (909) 593-3511.

Business Network International, Inland Valley Chapter, weekly, 7 to 8:30 a.m. at Mimi's Cafe, 370 N. Mountain Ave., Upland. Contact: Lorie Martinez, (909) 608-0500.

Ali Lassen's Leads Club, Claremont Chapter, weekly, 7:15 a.m. at the Claremont Inn, 555 W. Foothill Blvd., Claremont. Contact: Philip Board, (909) 981-1720. Regional office: (800) 767-7337.

## Wednesday

Business Network International, Chino Valley Chapter, weekly, 7 a.m. at Mimi's Cafe, Spectrum Marketplace, 3890 Grand Ave., Chino. Contact: Mike Agee, (909) 591-0992.

Business Network International, Rancho Cucamonga Chapter, weekly, 7 a.m. at Plum Tree Restaurant, 1170 W. Foothill Blvd., Rancho Cucamonga. Contact: Michael Cunerty, (909) 467-9612.

West End Executives' Association, weekly, 7 to 8 a.m. at Ontario Airport Marriott Hotel, 2200 E. Holt Blvd., Ontario. Contact: (909) 949-3525, or (818) 960-5834.

Toastmasters Club 6836, the Inland Valley Earlybirds of Upland, weekly 6:45 a.m. at Denny's, northwest corner of Seventh Street and Mountain Avenue in Upland. Info: Nancy Couch, (909) 621-4147.

The Institute of Management Accountants Inland Empire Chapter, the fourth Wednesday of the month, 6:30 a.m. at the Mission Inn, 3649 Seventh St., Riverside. Contact: Ester Jamora (818) 305-7200 Ext. 106.

The Rancho Cucamonga Women's Chapter of Ali Lassen's Leads Club, weekly, 7:15 a.m. at Mimi's Cafe, 370 N. Mountain Avenue. Info: Patricia Brookings, (909) 981-4159 or (909) 594-5159.

## Thursday

Consumer Business Network, weekly, 7 a.m. at Michael Js, 201 N. Vineyard Ave., Ontario. Meeting Charge: \$15 including breakfast. Contact: (818) 446-1986. Host: Sandy Patterson.

Business Network International, Upland Chapter, weekly, 7 a.m. at Denny's, 385 S. Mountain Ave., Upland. Contact: Jim Mangiapane, (909) 946-6616.

The Chino Hills Chapter of Leads Club, weekly, 7:15 a.m. at Mimi's Cafe, 3890 Grand Ave., Chino. Contact: Nicole Smith, (909) 393-4304, or Shirley Ash, (800) 767-7337.

## Friday

Sales Success Institute - "Prospecting Without Cold-Calling!" with D. Forbes Ley, author of "Success Today!" weekly, 1:30 p.m. to 5:00 p.m. at the Ontario Airport Marriott. Free, but reservations a must. Call (800) 772-1172. Preview: [www.sell-fast.com](http://www.sell-fast.com)

## Saturday

People Helping People to Keep Dreams Alive!, weekly, 1:30 p.m. at The Peoples Place, 135 W. First Street, Claremont. Info: Dr. D.M. Yee, (909) 624-6663.

## Sunday

Claremont Master Motivators Toastmasters Club, weekly, 6 to 7:30 p.m. in the Jagels Building at Claremont Graduate School, 165 E. 10th St., Claremont. Contact: Chuck or Dolores Weck, (909) 982-3430.

## MEAD ON WINE

## A Few Simple Tricks for Restoring a Collector's Item

by Jerry D. Mead

The question asked in the letter to follow is one that I see very often. Dear Mr. Mead:

A year or so ago, I read in your column an article about how to remove labels from wine bottles. I cut out the recipe and sent it to my brother-in-law in Holland, who complains about American wine labels. They do not soak off well. He lost the article. Do you have a copy?

Mrs. Richard O. Hann  
Ojai, California

Dear Mrs. Hann:

I'm sorry, I do not have a copy of that article, or rather I am too lazy to dig through a stack of four- or five-year-old columns to find it. But I can do the next

best thing. I can tell you everything I said back then.

This is something I complain about every few years. I'm with your brother-in-law . . . I hate it that the stupid labels won't come off. It hasn't always been so.

Back in the olden days, like the '60s and early '70s, wineries used water-based glues that would soak off. And many of us did just that. We kept scrapbooks of labels from wines we had enjoyed and brought them out like someone showing pictures of his first grandchild, providing free advertising to every winery represented.

Fancy restaurants would soak off wine labels, often mounting them in special cards or folders designed to remind you of the restaurant where you enjoyed such a great drinking experience. More free advertising for wine.

Out to dinner at a friend's house? Or at a restaurant? And you fell in love with the wine? Ask them to soak off the label for you and you had all you needed for your wine merchant to track down the wine. No chance of you failing to copy down something crucial like the appellation, because you didn't know the same winery made eight different Chardonnays.

It all began to change about the time everyone started fancying up their labels in the early '70s. They didn't want all that gold foil soaking off and sinking to the bottom of the ice bucket. And so they went to glues that were waterproof and so indestructible you couldn't get them loose with dynamite.

The flaw to this thinking was two-fold. They used the same glues on red wines, even though they didn't go in ice buckets. And they forgot that waiters invariably wrap wet bottles in a towel to pour, so no one ever sees the label again once it goes in the bucket. What they've lost is all that advertising that those loosened labels did, and they haven't gained

a darn thing in its place.

About ways to circumvent their evil practice: If you want a really good copy of a label from a current release, send a s.a.s.e. to the winery and ask for it. They'll usually send a mint-condition label at no charge.


Some glues react to severe cold. After you have consumed the contents of the bottle, try placing the empty bottle in the coldest part of your freezer. Sometimes the glue will crack and the label just falls off.

Some people have luck (I never have) with soaks containing household ammonia. You might give it a try.

The method that most people say works best on most American labels was told to me years ago by a winemaker, who said he was told this secret by a glue manufacturer when he screwed up and mislabeled hundreds of cases of wine and needed to get the labels off.

The secret ingredient is soda ash, a chemical used in swimming pool clean-

continued on Page 62



## Wine Selection & Best Values

by Bill Anthony

California Wines

<b>Cambria Winery</b> Sangiovese 1994 \$25.00 Tepusquet, Santa Maria Valley, California Pinot Noir 1995 \$27.00 Julia's Vineyard, Santa Maria Valley, California Chardonnay 1996 \$20.00 Katherine's Vineyard, Santa Maria Valley, California <b>Cosentino Winery</b> "The Novelist" 1995 \$16.00 Napa Valley, California, Meritage White "The Poet" 1993 \$26.00 Napa Valley, California, Meritage Red <b>Eberle Winery</b> Muscat Caneli 1996 \$10.00 Paso Robles Estate, California Viognier 1996 \$20.00 Fralich Vineyard, Paso Robles, California "Cotes-du-Robles" 1995 \$13.00 Lauridsen & Fralich Vineyards, Paso Robles, California Syrah 1995 \$16.00 Steinbeck Vineyard, Paso Robles, California <b>Fess Parker Winery</b> Pinot Noir 1995 \$28.00 Santa Barbara County, California, "American Tradition Reserve"	<b>Fess Parker Winery</b> Chardonnay 1995 \$16.00 Santa Barbara County, California Chardonnay 1995 \$24.00 Santa Barbara County, California, "American Tradition Reserve" Syrah 1994 \$28.00 Santa Barbara County, California, "American Tradition Reserve" <b>Orfila Vineyards &amp; Winery</b> Sangiovese 1995 \$15.00 San Diego, California, "Di Collina" <b>Robert Pepi Winery</b> Sangiovese 1994 \$18.00 Napa Valley, California, "Two Heart Canopy" Sauvignon 1995 \$15.00 Napa Valley, California, "Two Heart Canopy" <b>Benziger Family Winery</b> Pinot Blanc 1995 \$17.99 North Coast, California, "Imagery Series" Cabernet Sauvignon 1994 \$14.99 Sonoma County, California Sangiovese 1994 \$19.99 Dry Creek, California, "Imagery Series" Meritage Red 1993 \$22.99 Sonoma County, California "Tribute"
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BUSINESS INFORMATION RESOURCES

WEB SITES

Agricultural Export Program (AEP), Calif. Dept. of Food and Agriculture  
<http://www.atinet.org/aep>  
Bank@Home, Union Bank's Internet Banking Center  
<http://www.tdmi.com/usa>  
Boy Scouts of America, Old Baldy Council  
<http://www.cyberg8i.com/oldbaldy>  
California Center for Health Improvement  
<http://www.webcom.com/cchi/>  
California state government home page  
<http://www.ca.gov>  
Computer Networking:  
TST on Ramp <http://www.tstonramp.com>  
Inland Web Services <http://www.inlandweb.com>  
City Business Guide CITTVU Rancho Cucamonga  
<http://www.citv.com>  
Gaming:  
San Manuel Indian Bingo & Casino <http://www.sanmanuel.com>  
Hospital:  
San Antonio Community Hospital <http://www.sach.org>  
Columbia Chino Valley Med. Center <http://www.cvmc.com>  
U.S. President <http://www.whitehouse.gov>

E-MAIL ADDRESSES

Bill Leonard — [senator.leonard@sen.ca.gov](mailto:senator.leonard@sen.ca.gov)  
California Center for Health Improvement  
[cchmail@aol.com](mailto:cchmail@aol.com)  
Inland Empire International Business Association  
[icibatrade@aol.com](mailto:icibatrade@aol.com)  
U.S. Government Printing Office, GPO Access  
[gpoaccess@gpo.gov](mailto:gpoaccess@gpo.gov)  
U.S. President [president@whitehouse.gov](mailto:president@whitehouse.gov)

BULLETIN BOARD SERVICES (BBS)

Information is subject to change without notice and some operators may charge fees.  
Alice's Wonderland: Amateur radio, Psion and Renegade support, CD-ROM, No Rations, On-line games, active message bases; (909) 597-4469.  
Apple Elite II: Networked messaging, on-line games, transfers for Apple II and Mac, 14.4 baud; (909) 359-5338.  
The Blueprint Place BBS: CAD-plotting service, drop "DWG" Auto-CAD files, zipped and text file in CAD library, 14.4 baud; (310) 595-5088.  
Cyber Korea: Korean information and programs, shareware files, business, education, PC support, Internet files, 14.4 baud; (310) 926-1899.  
Ebiz — Business: Business management, labor laws, CPA issues, human resources, employee benefits, 14.4 baud, 24 hours; (714) 239-6864.  
InvestorLink: Stock, commodity prices, real estate, daily news, personal finance, mutual funds, 28.8 baud; (818) 331-4611.  
Mommadillo's BBS & Breakfast: WwivNet, E-mail, TradeWards, Lord Scrabble On-line, 14.4 baud; (310) 432-2423.  
PC-Windowmaker BBS — A.U.G.L.E.: Computer user group club BBS, supporting IBM, Atari and Mac downloads, on-line games, RIP menus, 28.8 baud. (909) 637-1274.

LIST YOUR BULLETIN BOARD

Name of board \_\_\_\_\_  
Phone number \_\_\_\_\_  
☐ General interest ☐ Product support ☐ Modem speed \_\_\_\_\_  
☐ Specialty: \_\_\_\_\_  
E-mail services \_\_\_\_\_  
Features \_\_\_\_\_  
Fees \_\_\_\_\_ Hours \_\_\_\_\_  
Voice phone \_\_\_\_\_

The Inland Empire Business Journal is compiling a list of the local bulletin boards. If you would like to have your board included, fill out this coupon and mail it to Inland Empire Business Journal, Attn: Bulletin Boards, 8560 Vineyard Ave., Ste. 300, Rancho Cucamonga, CA 91730-4352.

A few simple tricks...

continued from Page 61

ing, and pool supply stores is where you'd get it. To start, try a cup in a gallon of water.

With all caustic chemicals such as ammonia and soda ash, make sure you read labels as regards to safe handling.

This is the best I can offer until we can convince the wineries to go back to water soluble glues. I promise to publicize widely the names of any that do.

Great deal

Wine lovers who have been visiting California wine country for many years often bemoan the fact that many wineries are now charging to taste where in the past everything had been free. The most frequent method of charging is to require the customer to buy a souvenir wine glass for \$2 or \$3.

Not a big deal unless a couple visits

six wineries in a day, in which case they might have spent \$36 and gained a dozen cheap wine glasses they didn't need.

The wineries, especially those in Napa, say they have to do it to eliminate the tire-knockers and freeloaders.

One answer is a V.I.T. (Very Important Taster) Tasting and Discount Card. If you visit Napa and Sonoma even once a year, you can probably make out buying this card, good for two people, for \$25.

It entitles you to complimentary tasting at nearly 100 wineries that usually charge, besides providing deep discounts (up to 33 percent) at most of those participating. You can see how the card could pay for itself in a hurry.

For more information: V.I.T. Wine Marketing, P.O. Box 174, Napa, California 94559, (707) 255-1639.

CONSTRUCTION

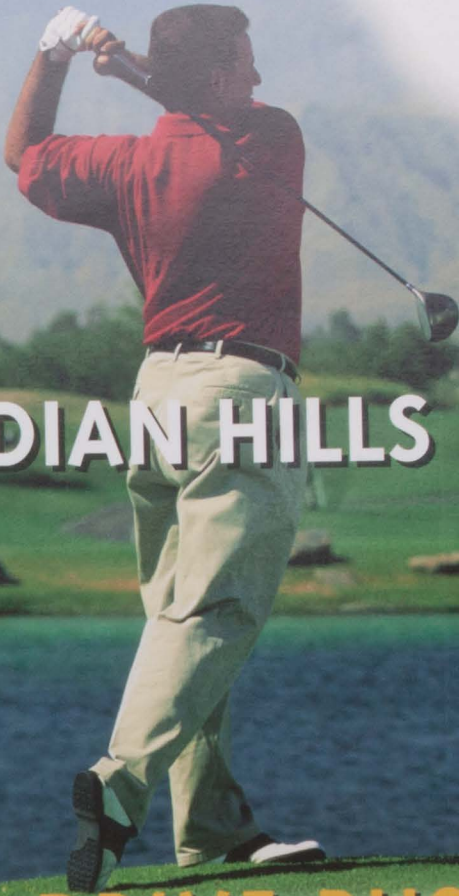
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COMM'L \$677,270 7/10/97 REF. #34 Mira Loma	OFFICE BLDG A, TRUCK WASH BLDG B OWNER: Toad-Fly Ltd., 10855 San Sevaline Way, Mira Loma, CA 91752 PROJECT: 10855 San Sevaline Way
NEW \$1,468,105 7/10/97 Ref. #57 Temecula	15 SFRS FROM \$53,691 - \$108,337 OWNER: Van Daele Development Corp., 2900 Adams St., Ste. C-25, Riverside, CA 92504 909-354-2121 PROJECT: 32875-32914 Cinon Dr., / 44806-44836 Shale Cir.
COMM'L \$5,495,524 6/26/97 Ref. #40 Mira Loma	COLD STORAGE BLDG OWNER: Price Costco, 11600 Riverside Dr., Mira Loma, CA 91752 909-276-8010 PROJECT: 11600 Riverside Dr.
COMM'L * \$7,728,620 6/26/97 Ref. #74 San Jacinto	OFFICE BLDG #50 OWNER: Building Management Services, 19750 Highway 79, San Jacinto, CA 92581 PROJECT: 19750 Highway 79
COMM'L \$533,745 6/25/97 Ref. #63 Riverside	ADD 2 CLASSROOMS TO EXIST SCHOOL BLDG OWNER: Christian Day School, 18401 Van Buren Blvd., Riverside, CA 92508 CONTRACTOR: J.D. Diffenbaugh Inc., 2375 Chicago Ave., Riverside, CA 92507 909-684-2820 PROJECT: 18401 Van Buren Blvd.

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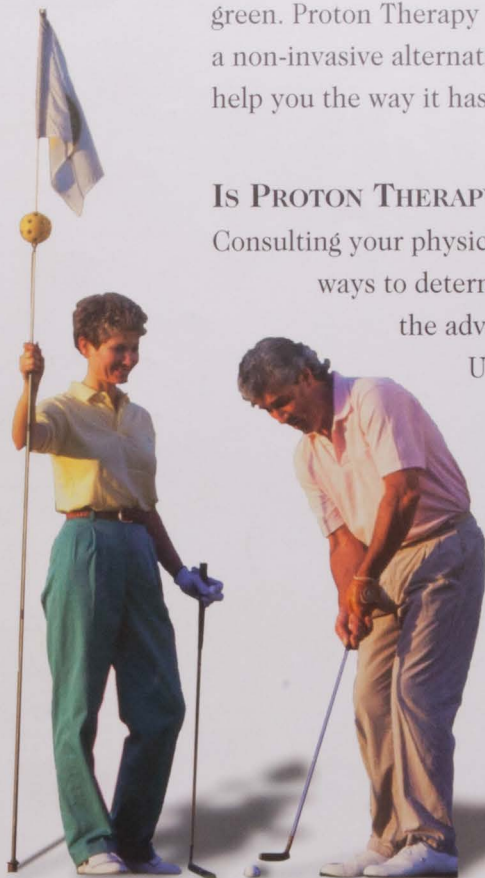
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- Because Proton Therapy is non-invasive, it has minimal side-effects on healthy tissue or organs outside the treated area.
- Treatments are done on an outpatient basis. For example, prostate cancer patients can undertake most normal activities while in treatment and thereafter.



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